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ABSTRACT

International exchange programs, of professionally qualified librarians or those nearing professional status, should be mutually beneficial. To dispense the planning efforts for such exchanges, it is necessary to establish a Post-Professional Study Centre (PSC). The PSC would: pool the requirements of many different libraries, match applications for exchanges, and direct and encourage the professional continuing education of librarians. The PSC would publish a Handbook of Exchanges in Librarianship that would furnish: conditions stipulated in the offering of exchanges, the names of offeror libraries, the types of exchanges, the duties involved, and the duration of emoluments. The PSC would also disseminate information and answer inquiries about exchange schemes in operation throughout the library world. (MF)

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Staff Exchanges in Librarianship

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by

Susunaga Weeraperuma,
M.Sc (Econ), A.L.A.

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WHAT ARE EXCHANGES?

There has unfortunately been no consistent usage of the word "exchange". An exchange ordinarily means that two or more librarians have come to an understanding to exchange their jobs for a fixed period; that at the end of the determined period the librarians revert to their old positions; that these exchanges may be international in coverage; that there may be great differences in the types of libraries making arrangements for such exchanges: in other words, that exchanges are not necessarily confined to the same types of libraries or the same types of librarians. An important characteristic of an exchange is that it is an activity confined to professionally qualified librarians or those nearing professional status. Even activities lacking that element of reciprocity between participating libraries such as when a librarian undertakes to work in another library for a determined period and his vacated position is left unfilled by a replacement from another library, are regarded as exchanges. The visits of librarians to various libraries such as conducted tours but which do not involve actual work in such libraries are also described as exchanges. Grinton I. Will regarded "exchange" and "in-service training" as nearly synonymous.[1]

D.D. Haslam tried to differentiate an "exchange" from an "internship" by pointing to the absence of reciprocity in the latter. "Where an exchange of librarians cannot be concluded, the scheme also provides for British librarians to be accepted for one year as "interns", i.e., they are offered a professional position on the staff of an American library. Apart from this, the arrangements are identical to those for Exchanges."[2]

A study tour of a foreign country by a group of librarians is also regarded as an exchange, especially if as sometimes happens, there follows a return visit when the former hosts

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[1] "Any justification of exchanges must be made on the grounds that this plan for in-service training is designed to improve library service." "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 11

[2] "Exchanges and Interships" by D. D. Haslam
SLA News No. 51 Jan/Feb 1962 p. 5. An observation on the LA/NYLA Exchange and Internship Scheme.

become welcome guests.[1] "Exchange" includes the isolated exchange as well as those instituted as a continuing policy: the latter sort being more likely to pay tangible dividends[2] although it is thought that even a few isolated exchanges are preferable to none.

THE FEASIBILITY OF ARRANGING EXCHANGES

In a world where the communications between countries are increasing the knowledge and techniques of librarianship are also getting increasingly diffused. Differences are slowly getting cancelled out with the adoption of universal codes and practices. Exchanges contribute to this process and the process itself stimulates exchanges. Disparities in the theory and practice of librarianship restrict the success of exchanges because of the difficulties of preparation and adjustment. On the other hand, in a hypothetical world of uniform codes and practices, the planning of exchanges may be regarded as unnecessary and pointless. However, the presence of some common ground is thought to be a necessary pre-condition for successful exchange schemes.[3] Unless there is some measure of uniformity the exchanging of positions could become exhausting in the process of having to learn or relearn everything anew. Such exasperating situations may tend to act as disincentives to prospective exchangees. Because a reasonable degree of common ground already exists, fears for the success of exchanges on this score may be regarded as unfounded. "The theory of librarianship, most of its allied arts (Bibliography, for example) and the machinery of selection and exploitation of books are completely international."[4]

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[1] The study tours of the Association of Assistant Librarians are in this category.

[2] "When Assistants Exchange Positions: Miss Pratt's Suggestions" by Louise B. Pratt. *ALA Bulletin* Vol. 34 No 1 Jan 1940 p. 16

[3] "Although the basic philosophy and techniques of librarianship in Britain and America are sufficiently alike so that librarians of the two countries can successfully exchange positions, training for the profession in Britain is quite different from that in the United States and Canada." "Library fun abroad" by Mildred Vannorsdall *Library Journal* Vol. 83 No. 20 Nov 15 1958 p. 3206

[4] "Go West, Young Man" by P. Pagan
The Library Assistant Vol. 37 No. 5 Sept-Oct 1944 p. 56

An absolute uniformity of practice in librarianship, even if realisable, may not necessarily be desirable in principle because the conditions of existence and the purposes served by each library are different. As librarianship branches out into specialised avenues and as such ramifications are bound to increase in any profession that faces the prospect of greater sophistication, this tendency would facilitate the planning of exchanges.[1] Apparently the capacity of a library to accommodate exchangees increases in proportion to its size.

"The average annual book circulation of Toronto is something over four and a half million volumes, and there are a hundred and fifty professional librarians on the staff. It was thus quite easy for overseas librarians to fit into the going scheme of things..."[2] But if on account of this reason exchanges are confined to large libraries only then overseas librarians may carry away a wrong picture of the library situation. A compromise solution is to base exchangees in the larger libraries most of the time while organising short periods of work in the smaller ones. It is difficult to follow Campbell's line of reasoning when he observed that "By becoming part of a large system they were in a very good position to comment on and to criticize the things they saw, and many of them did."[3] The exchangees could have been even more acutely observant of a smaller system; indeed, a smaller system is easier to understand and master than a large and complex one. It is clear that a larger system is in a better position to accommodate more exchangees but it does not necessarily follow that the exchangees "were in a very good

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[1] "...Teachers can exchange with one another without much difficulty because under certification they and their positions are as neatly labeled as the bottles in a pharmaceutical laboratory. But librarians are not so neatly labeled, as yet, largely because our backgrounds have not solidified into real professional form, as have teachers."

"Exchange positions" by Florence Downs
Wilson Library Bulletin Vol. 15 No. 8 April 1941 p. 648

[2] "Toronto's Overseas Interne Scheme: 10 Years After" by H. C. Campbell *Journal of Education for Librarianship* Vol. 2 No. 3 Winter 1962 p. 159

[3] Ibid.

position to comment on and to criticize the things they saw" *merely* "by becoming part of a large system".

When the presence of a certain number of exchangees, the number being variable and determined according to financial and other circumstances, is accepted as a normal feature of library practice, then there is a possibility of work in a library continuing uninterruptedly as though nothing has happened. In fact, "Several public libraries now have supernumerary posts on their staff establishments, specially created to accommodate interns, and wherever possible this is to be recommended as the interns are then less of a burden to the permanent staffs of the libraries accepting them."[1] Such arrangements forestall at least two difficulties: first, the need to convince library committees (especially in the case of public libraries) again and again of the advantages accruing from having exchangees; and second, the need to make prior financial provisions (e.g. annual budgeting estimates). A temporary dislocation of work is perhaps inevitable, more so in the case of smaller libraries where owing to smaller staffs each librarian tends to become somewhat indispensable. "... for a library to undertake a staff exchange it must be in a satisfactory position with regard to staff prior to the exchange. One member of the staff, presumably with a fair amount of experience in the library concerned, is lost for the period of the exchange and is replaced by a new person who has to be instructed in the routines and who is usually given periods of intensive instruction. The library or department concerned must be able to cope with this situation."[2] Such temporary dislocations of work could be forestalled by fresh allocations of duties so that the rest of the staff collectively have to cover the work of the absent exchangee.

"Once a library having an excellent bookmobile department planned the establishment of a young adult department. It sent its young adult department-head-to-be to a library which had such a department in successful operation. Methods used by that department were carefully studied and contributed greatly to plans for the new young adult department in the

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[1] "Internships in British libraries for overseas librarians" by D. D. Haslam *The Library World* Vol. 66 No. 770 Aug 1964 p. 32

[2] "Exchange Schemes" by Eric Pickup *The Assistant Librarian* Vol. 56 No. 1 Jan 1963 p. 11

original library. Who was exchanged by the other library for this young adult department head? An assistant who was to establish a bookmobile department."[1] Although this untypical example illustrates one of the important principles underlying exchanges, namely that of mutual assistance, such an easy and complementary coincidence of library needs rarely occurs. No two libraries may find that their needs complement so well as to dispense with the planning efforts of an overriding organisational body. Such a body, the proposed PSC (Post-professional Study Centre),[2] by pooling the requirements of many different libraries, is more advantageously placed for the matching of applications for exchanges.

When exchanges are arranged between neighbouring libraries in contrast to those in widely separated parts or in foreign countries, among other inconveniences which are minimised, there are savings in transport and removal expenses. But if by going afar an exchangee is likely to learn much more it is false economy to opt for a neighbouring library if only in order to effect certain savings.

PUBLICITY

The aims of giving publicity, a function of the PSC, are twofold: first, publicity stimulates interest in exchange programs and so helps an increased participation therein; second, publicity of exchangee visits provides opportunities for making contacts with new librarians by those interested. The media of publicity may take various forms.[3] Sometimes the publicity

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1 "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 11

2 There is a pressing need for the establishment of a Post-professional Study Centre (PSC) for the organisation, direction and encouragement of librarians' further education.

3 "I soon found that American librarians are much more publicity minded than their British colleagues. The first day I arrived my photograph was taken from several angles with the Secretary of State, who is also the State Librarian. This was sent to American library periodicals and the local press, together with an article on my visit. I broadcast twice during my stay, appeared on television on Christmas Day, and gave so many broadcasts that I soon lost count of the number." "I kept my English accent: impressions of librarianship in Illinois" by Monica O. Webster *The Assistant Librarian* Vol. 48 No. 2 Feb 1955 p. 23

for an exchange scheme may come unsought once the scheme itself is implemented.[1]

There is a pressing need for the periodic publication of a *Handbook of Exchanges in Librarianship* covering all countries. The usefulness of such a publication would be considerably enhanced by the inclusion of the texts of agreements currently in force. It is for each country to furnish in great detail, among other matters, the conditions stipulated in the offering of exchanges, the names of offeror libraries, the types of exchanges, the duties involved, the duration and emoluments, etc. When preparing this handbook for which the PSC is responsible, much reliance has to be placed on information disseminated by UNESCO. By virtue of Article 102 of the Charter of the United Nations every international agreement entered into by a member of the U.N. after the coming into force of the Charter must be registered with the secretariat of that organisation and published by it.[2] As it takes about two years before the text of an agreement registered with the U.N. is published in the *United Nations Treaty Series,* in the meantime the registration of the agreement is announced in the U.N. monthly *"Statement of Treaties and International Agreements".*[3] The list of agreements in the *"UNESCO Handbook of International Exchanges II* 1967 "provides a column giving the reference number of each agreement, if it has been published in the *United Nations Treaty Series* (UNTS), or the *League of Nations Treaty Series* (LNTS). A further column indicates, where relevant, the title and the number of national treaty series or official journals of each State where the agreements to which that country is a party have been registered. This permits readers to find the official sources, even for agreements which have not yet been registered with the United Nations."[4]

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[1] "If any authority has considered such a scheme but is wary of taking the plunge, my advice is to jump right in, and rest assured the effects of the splash will be a topic of conversation in more than one staff room for many a day." Miss Josephine Saland quoted in "Exchange is no Robbery" *The Assistant Librarian* Vol. 50 No. 10 Oct 1957 p. 168

[2] [3] and [4] "Note on UNESCO's collection of cultural agreements" *UNESCO Handbook of International Exchanges* II 1967 p. 68

SPECIFIC EXCHANGE SCHEMES

The primary objective of the U.S. Department of State International Exchange Program is "to increase mutual understanding between the people of the United States and the people of other countries."[1] With this end in mind representatives in the field of library science were invited to participate in the program. The lack of systematised information regarding exchanges: information in a tabulated, classified and indexed form, has considerably hampered the furtherance of post-professional studies. This deficiency which is partly met by occasional surveys,[2] would be permanently overcome by the establishment of the proposed PSC. The PSC would be disseminating information and answering inquiries about exchange schemes in operation throughout the library world.

PERIOD OF EXCHANGE

Unless the duration is long enough the participant may fail to assimilate all the likely benefits. Especially when an exchangee travels from afar the period should be sufficiently long to offset the heavy transport, removal and other expenses. Based on individual experiences of successful exchanges, some of the exchangees have recommended different lengths of time. "...from my experience, I would recommend most strongly a year of exchange work abroad..."[3] Sometimes even short-lived exchange programs produced tangible benefits: in an experiment in local exchange librarianship, Penrith staff visited Maitland for an inspection and study week-end and this was followed by the Maitland staff visiting Penrith on

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[1] "U.S. Librarians and International Relations" by Russell L. Riley *Library Journal* Vol. 82 No. 20 Nov 15 1957 p. 2867

[2] APPENDIX I "Exchange Schemes" *The Assistant Librarian* Vol. 56 No. 1 Jan 1963 p. 9

APPENDIX II *"Association of Assistant Librarians, Sussex Division* "Exchange of Staff Between Library Authorities"

"Conditions of Exchange" *The Assistant Librarian* Vol. 56 No 1 Jan 1963 p. 11

[3] "Half a world away" by Marion Pauline Munzer *Wilson Library Bulletin* Vol. 32 No. 10 June 1958 p. 718

another week-end. "Both week-ends proved happy and worthwhile; perhaps the ideal of our profession best supported was that of the warm fraternity and helpfulness that one usually discovers when librarians meet face to face... The staffs found comparisons most interesting and fruitful, and there was much interchange of ideas and comments during both week-ends."[1]

In determining the period of duration, apart from the need to consider the capacity of an exchangee to assimilate what he learns, another factor is his potential usefulness to the host library. The former factor may be regarded as taking priority over the latter because exchanges are primarily designed for the post-professional education of librarians.

"I feel that two months should be the minimum period for staff exchanges, preferably longer for large systems. This not only allows a better appreciation to be made of another library system, but also enables the persons participating in an exchange to make some contribution to the working of the library through the instruction received."[2]

The Toronto Public Libraries interne scheme for overseas librarians accepts every year four or five junior British librarians in order to provide them with the opportunity of seeing public l[illegible]arianship in a Commonwealth country: the duration of these is limited to eleven months so that they do not have to separate themselves from their own libraries for an undue length of time.[3]

The crux of the matter is that "The period of exchange depends entirely upon its type."[4] As there are many types of exchanges with varying stipulations and determined by different library circumstances, it is not only difficult but seems pointless to recommend an optimum period of time in general terms.

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[1] "An experiment in local exchange librarianship" by Mavis Cribb *The Australian Library Journal* Vol. 11 No. 1 Jan 1962 p. 54

[2] 'Exchange Schemes" by Eric Pickup *The Assistant Librarian* Vol. 56 No. 1 Jan 1963 p. 11

[3] "Toronto's Overseas Interne Scheme: 10 Years After" by H.C. Campbell. *Journal of Education for Librarianship* Vol. 2 No. 3 Winter 1962 p. 158

[4] "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 12

TIMING OF EXCHANGES

In the timing of exchanges the convenience of the host library has to be reconciled with the need to give the exchangee an accurate picture of the library at work. It has been suggested that the summer months should be avoided because of holiday problems and that in the case of universities, the vacations as well because the whole tempo of a university is then much slower and can give a misleading impression to a visitor.[1] It is thought that these considerations apply only to exchanges of short duration but not when the period is a year or more for then these difficult periods in the annual cycle of a library have to be faced sooner or later.

The hardships faced in having to live in an unaccustomed climate cannot be ignored out of regard for exchangees' physical health and well being. Therefore, for instance, under the Toronto Public Libraries interne scheme for overseas librarians, the internes arrive at the end of the summer months in time for a Canadian autumn, and with a few weeks to prepare them for the rigours of an Eastern Canadian winter.[2]

A preference has been expressed for the end of summer when the tempo is somewhat quieter and before the busiest season begins.

"As a result of my exchange experience which began in January and ended in June, I feel that from the viewpoint of both the library and the individual involved, it might be easier to start the exchange period early in September. This would give the newcomer time to become acquainted with the work and the staff before the busiest season begins. It also would save the library the inevitable slowing up resulting from teaching a new staff member at a period when the demand on the staff's time is the heaviest. Then if the exchange were continued for eight months, ending in the spring, the individual would have the benefit of seeing the organization function at full tilt during the busy winter months."[3]

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[1] "Inter-library staff exchanges" by E. T. Bryant *The Librarian and Book World* Vol. 50 No. 6 Jul-Aug 1961 p. 111

[2] "Toronto's Overseas Interne Scheme : 10 Years After" by H. C. Campbell. *Journal of Education for Librarianship* Vol. 2 No. 3 Winter 1962 p. 158

[3] "When Assistants Exchange Positions: Miss Pratt's Suggestions" by Louise B. Pratt *ALA Bulletin* Vol 34 No. 1 Jan 1940 p. 16 and 50

When the holiday seasons of certain countries, based on climatic factors, fail to synchronise, it creates a problem in the timing of international exchanges. However, there does not always have to be a synchronisation of the activities of the parties to an exchange.[1] In ideally organised exchange schemes the vacating of positions followed by the commencing of work at new positions synchronise so well as to avoid interruptions of duties at either end. In reality, however, two librarians may not change positions in an "exchange" of an unilateral kind. Especially with unilateral "exchanges" there is the problem of having to obtain permission for leave of absence which may be reluctantly granted out of awareness that positions remain unfilled for certain periods. In a large library the temporary absence of a member of staff may not cause special difficulties if his tasks are distributable among other staff members. In any case the compensations accruing from exchanges may be regarded as outweighing the temporary inconveniences.[2]

COMMITTEES OF SELECTION

Committees of selection have the task of reconciling conflicting interests. The applicants may express preferences and the host library may stipulate conditions and added to these factors are the specific requirements as laid down in agreements. Such committees should preferably be partly constituted by persons who have in the past been themselves exchangees or have worked as librarians in host libraries.

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[1] "An experiment in local exchange librarianship took place this year between the library staffs of a Hunter Valley city, Maitland, and the Western rural industrial city of Penrith." Penrith staff visited Maitland for an inspection and study week-end and this was followed by the Maitland staff visiting Penrith on another week-end. "An experiment in local exchange librarianship" by Mavis Cribb *The Australian Library Journal* Vol. 11 No. 1 Jan 1962 p. 54

[2] "I am completely won over by Mrs Trask's high opinion of the value of exchange visits, and recommend the granting of leave for this purpose (whatever the temporary inconvenience caused) because of the stimulus to better librarianship that it undoubtedly gives." "An experiment in local exchange librarianship" by Mavis Cribb *The Australian Library Journal* Vol. 11 No. 1 Jan 1962 p. 54

The evaluation of the qualifications of one country in terms of those of another is a task falling on selection committees. The PSC too has to share this burden in the course of matching applications for exchanges. Fortunately most exchangees seek professional experience and rarely academic qualifications. The Borough Librarian, Mr. J. Swift observed that the exchange scheme of Holborn "provides them (i.e. assistants) with an exceptional opportunity of seeing how other library services work" and E.T. Bryant commented that "this was particularly useful to those who were unable to attend a full-time library school."[1] An exchange or several exchanges can never be a substitute for the benefits of a course involving full-time librarianship studies. A certain basic knowledge of librarianship is expected of an exchangee who ought ideally to belong to one of two categories: a professionally qualified librarian or one nearing full professional status. A person lacking a stipulated wherewithal of knowledge and experience may fail to assimilate the beneficial influences of an exchange. The committees of selection, applying flexible standards as the circumstances governing each exchange are different, have to ensure that the stipulated minimum of knowledge and experience is satisfied by successful applicants. Since our concern is primarily with the post-professional education of librarians, it is satisfying to note that one of the leading schemes: the LA/NYLA Exchange and Internship Scheme is only available to Chartered Librarians.[2] The scope of the scheme may be slightly widened to include as well those nearing full professional status.

"The inexperienced person does not have sufficient professional background to make an effective contribution to the library to which he might go and lacks the full powers of observation and judgment necessary properly to absorb and evaluate his experiences for the benefit of his home library. Other persons with the best professional training and long experience suffer from personality difficulties which prevent them from making exchanges profitable.

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[1] "Inter-library staff exchanges" by E. T. Bryant *The Librarian and Book World* Vol. 50 No. 6 Jul-Aug 1961 p. 110

[2] "Exchanges and Internships" by D.D. Haslam *SLA News* No. 51 Jan-Feb 1962 p. 5

"The best person for an exchange is a college and library school graduate with sufficient experience to have tempered theory with practice, with average or better ability, keen powers of observation, good judgment, poise, tact, and real enthusiasm for the profession. Such a person, regardless of position, would be valuable exchange material. Many staff members not meeting the exact qualifications of our ideal have equivalent ability and would make a valuable exchange."[1] Which combination of attributes is likely to produce "valuable exchange material" is controversial. The list of attributes enumerated above, however desirable and indispensable, may not be found in any librarian or human being for that matter: some of the attributes perhaps but rarely all in one person. Qualities like judgment, poise and tact are often acquired after long experience. Therefore to turn down an application for an exchange owing to the lack of some or all of these attributes is to deprive unfairly a librarian of a valuable part of his professional experience which in turn potentially contributes to the development of the very attributes which have, quite absurdly, been made prerequisites. Grinton I. Will has put the cart before the horse. "Real enthusiasm for the profession", like the other attributes, may also be regarded as something which takes time to flower. The presence of these qualities are not amenable to discovery with anything like a reasonable degree of certitude. There can be little doubt as to whether, for instance, a librarian is suffering from Tuberculosis but whether he has tact or poise calls for subjective evaluation on the part of selection committees which are already burdened with delicate and onerous tasks.

"Probably librarians in intermediate stages of advancement or those in semi-administrative positions would derive the greatest benefits from exchanges. It would seem best to have as exchange librarians, people with broad enough experience to represent their libraries adequately, to fit into the new environments with the minimum of teaching, and to have backgrounds against which to measure observations. These considerations would exclude the new and inexperienced

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[1] "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 12

librarians."[1] New recruits may tend to suffer from the theoretical bias of library school education. On the other extreme are the very senior librarians who tend to acquire an inflexibility of mind owing to advancing years. As exchanges are also designed to minimise the hazards of mental inflexibility, the very senior professional librarians too are not without the need for that refreshing effect of exchanges. Therefore all categories of librarians are considered for exchange eligibility, including the intermediate and the semi-professional, but to the sole exclusion of the new recruits. The new and inexperienced may justifiably be required to temper their theoretical knowledge of librarianship with some measure of practical everyday experience before being regarded as eligible for exchanges.

The responsibility for selecting exchangees, when shared by competent boards at both ends, is likely to produce the best results. In the case of the Toronto Public Libraries interne scheme for overseas librarians "A small committee of distinguished British public librarians advised the Toronto Library Board on possible candidates, and the Board each year made a selection early in the spring."[2] As a rule "distinguished librarians" are usually busy persons who may not have the time to scrutinise applications. It is suggested that the PSC be vested with the responsibility of appointing a full time selection board for this purpose. This board could be partly constituted by non-librarians but the essential point is that the board, being full time, is able to devote all its energies to the scrutiny of applications for all overseas exchanges, interviewing applicants and arriving at decisions in the light of settled policy.

Assessing the personality of a candidate is an arduous task for anyone, even for a distinguished committee of selection which may use the techniques of questioning and psychological tests. Especially because no foolproof technique has yet been devised and in view of the wide margin of fallibility of human judgment, the prudent course may consist in leaving aside this problem, at least for the time being. "...so much

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[1] "When Assistants Exchange Positions: Miss Pratt's Suggestions" by Louise B. Pratt *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 16

[2] "Toronto's Overseas Interne Scheme: 10 Years After" by H. C. Campbell *Journal of Education for Librarianship* Vol. 2 No. 3 Winter 1962 p. 158

depends on the personality of the individual, and no one can "prepare" you for the personal situation in which you find yourself."[1] "Other persons with the best professional training and long experience suffer from personality difficulties which prevent them from making exchanges profitable."[2]

An exchange involves the making of psychological adjustments to changed conditions of work: the rigour of a new routine, the ordeal of having to work with a "difficult" colleague, conformity to a new pattern of social values, etc. "I feel that one of the benefits to those participating in staff exchanges is simply the opportunity of working for a time in different surroundings with different members of the library profession. I found it refreshing and stimulating, as well as widening and deepening my knowledge and experience."[3] The personality adjustments demanded by a new situation are to be reckoned as a training in social librarianship. A librarian's wherewithal are not merely books but also human beings with all their complexities. Therefore the problem of personality adjustment may be viewed in a new light: the process of adjustment, however unnerving, is itself an education.

It is self defeating for a committee of selection to impose age restrictions. Since exchanges are a continual feature of professional studies, something to be periodically undertaken during a librarian's working life, age requirements seem irrelevant and restrictive. The Library Association's scheme to enable Commonwealth librarians to acquire experience of working in British libraries is criticised on this score: *"Eligibility* (1) Librarians possessing a recognised library qualification and under 30 years of age."[4]

A problem posed by Grinton I. Will concerning the "frequent necessity of taking a person "sight unseen" because of the prohibitive expense of an interview"[5] has overlooked

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[1] "Exchange is a two-way street" by Jean Hagger *Wilson Library Bulletin* Vol. 28 No. 9 May 1954 p. 775

[2] "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 12

[3] "Exchange Schemes" by Eric Pickup *Assistant Librarian* Vol. 56 No. 1 Jan 1963 p. 11

[4] "Internships in British libraries for overseas librarians" by D. D. Haslam *The Library World* Vol. 66 No. 770 Aug 1964 p. 31

[5] "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 12

alternative methods of overcoming this risk. Testimonials from persons holding positions of authority and responsibility, character certificates and the applicants' professional records are reasonably reliable guides. Interviews are not without snags and no foolproof system of sizing up applicants within very short periods has yet been devised. The element of risk cannot be totally eliminated in the making of selections.

"A probationary period has been suggested for persons making long exchanges."[1] This proposal is criticised for two reasons: first, it is problematical to determine a right length of time for a probationary period or in other words, to decide a right ratio of a probationary period to a total exchange period. What must necessarily be an arbitrarily determined time limit is likely to cause hard feelings especially for an exchangee from afar who suddenly and perhaps somewhat embarrassingly is asked to terminate an agreement after having been found "unsatisfactory". To the contention that a probationary period is afterall a mere "trial period", it may be asked whether an exchange is not in itself a trial period in relation to a librarian's entire professional career? Viewed in this light, one fails to see the need for a trial period which amounts to a preparation for another trial period. The second objection arises from the fact that a probationary period is necessarily at the beginning of an exchange period for to have it either at the middle or the end is self defeating. The commencing period is likely to be arduous to a librarian who finds himself "transplanted" in a new environment with all the adjustment difficulties referred to elsewhere. It seems particularly unfair to judge someone on the basis of this initial period of stress and strain. A fact which needs emphasising is that librarians vary greatly in the times taken to acclimatise themselves to changed conditions. Some are "late developers" though it does not follow that such persons are necessarily inefficient or mentally lethargic.

The selection of exchangees entails the application of settled criteria. In the absence of universally recognised and accepted criteria each library has tended to formulate its own private standards. Nell A. Unger, the librarian of the Library Association of Portland, for instance, expressed the view that

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1 "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 12

"Because exchange does entail for the period a loss in efficiency in the lending libraries, since routines and procedures must be learned anew, the privilege must be reserved for outstanding staff members for whom the library is justified in suffering some inconvenience in order to develop further the possibilities latent in the individuals. Presumably the staff member who is given the advantage of an exchange will be qualified for advancement as opportunity arises. She should, invariably, be a person of warm human interests who will fit gracefully into the new staff."[1] Why confine the privilege to "outstanding staff members" only? The categorisation of staff into "outstanding" and "non-outstanding", apart from being a difficult, discriminatory and tenuous distinction, is likely to cause resentment. In favour of the unselected it is argued that the stimulating effect of exchanges helps them to become outstanding now or later. In a well organised post professional study system exchanges are neither regarded as privileges nor prizes for the select few but as periodic activities undertaken by every librarian irrespective of his professional status or calibre. As for the temporary "loss in efficiency" caused by the need to learn routines and procedures anew, this is an unavoidable price to be paid for having exchanges. In the long run, however, the temporary losses in efficiency are likely to be more than offset by the increased efficiency and superior calibre of a profession which finds itself better equipped professionally to perform its tasks.

PREPARATION BY EXCHANGEES

The best course of action for a prospective exchangee during his period of preparation is to make himself well informed in two ways: first, apart from mastering the reports maintained at the PSC and the dossier at the host library, he may lessen his intellectual burden considerably by his own

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[1] "When Assistants Exchange Positions: Portland's Point of View" by Nell A. Unger *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 13

private efforts at gathering facts;[1] second, since exchanges involve cultural reciprocity with the need to explain one's own library system and practices to others, sometimes in the form of formal lectures and participation in discussion groups, the exchangee might as well prepare himself by previous study. This preparation should be comprehensive enough to cover even non-librarianship subjects,[2] but the problem is to decide where to draw the line.

Miles M. Jackson posed provocative questions for intending exchangees: "Often, the specifics of the librarian's assignment will not be made completely clear to him before he arrives at his destination. He should try to obtain as much information as possible about the assignment before departure. The kinds of questions he should ask might include the following:

"1. The types of libraries with which he will be working. Will it be with libraries in institutions of higher education, school libraries, or public libraries? It is possible that he will be expected to work with all three. Since forewarned is forearmed, the librarian can allow himself time before departure to prepare and assemble whatever special materials or information might be useful for the assignment."[3]

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[1] "Since our exchange was not government sponsored, no orientation course was provided, but each of us tried to prepare for the experience by living in a country not her own. I reviewed English history, government, and geography and began to read English professional books and periodicals." "Library fun abroad" by Mildred Vannorsdall *Library Journal* Vol. 83 No 20 Nov. 15 1958 p. 3204

[2] "I realized that I would need to know a great deal about my own country — its history, the operation of government at all levels, and the way people live and think. I was to wish that I had taken more material with me about Ohio and the Midwest — books, pamphlets, magazines, postcards, maps — for I discovered that my new friends knew little about this part of the U.S.A. and seldom saw or heard anything about it. Fortunately, friends sent me much that I needed, and I made good use of the American Library in London." "Library fun abroad" by Mildred Vannorsdall *Library Journal* Vol. 83 No. 20 Nov 15 1958 p. 3204

[3] "American Librarians Abroad" by Miles M. Jackson *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 51

The responsibility for organising the programme falls largely on the host library. Although it is obviously difficult to plan every detail ahead, at least the essential details (such as the types of libraries where an exchangee may have to work) may be disclosed before departure from home.

"2. To whom will he be responsible in the host country? In some countries, libraries are responsible to the Ministry of Education; in others, each library unit is autonomous. In any case, it will be to the librarian's advantage to know something about the governmental arrangement."[1]

The authority to which an exchangee is ultimately responsible has to be clarified in the agreement which defines his rights and liabilities. Such clarification is important in the event of future litigation or insurance claims. Two other subsidiary sources of information on these points are: first, the dossier maintained at the host library; and second, the reports collected at the PSC.

"3. Will he be required to make recommendations for changes or improvements in library organization or government-library relations? If he is assigned as a staff member to a particular library, will he be asked to introduce new work procedures or follow those already established? It might well be that he is only filling a staff shortage, and therefore will be expected to adapt himself to the usual library routine."[2]

When an exchangee happens to be an expert or is otherwise in a position to make suggestions for improvements on account of either his experience or superior knowledge, to disallow him to do so is an under-employment of skill. Whether such an exchangee ought to be allowed to implement his proposals is a matter of decision for the host library, and if it is wise, the expert-exchangee's help may be sought. The exchangee, on the other hand, may not volunteer his advice unasked. Whatever the policy pursued by the host library in this matter, the PSC is a repository for all reports by former exchangees: these reports, based on the expertise of the writer, would contain suggestions for improvements, ideas for new work procedures and the like.

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[1] Ibid.
[2] Ibid.

"4. Will there be lecture assignments for classes in librarianship or for public groups? If lectures are a part of the assignment, what should the librarian know about the educational background of the students?"[1]

This background information, if acquired at home before leaving, apart from ensuring a better state of preparation has also the advantage of disposing of the need to spend time and effort on this when abroad. The reports of former exchangees at the PSC would contain useful hints. The dossier maintained at the host library would probably provide more authentic information relating to the educational backgrounds of these students. Confining the right to lecture and hold classes only to senior librarians of a high calibre is one way of making sure that such instruction reaches a high standard and avoids the danger of amateurism. Lectures are opportunities to formulate definite points of view on the one hand and for the thorough scrutiny of differences on the other.

"5. If the librarian has been assigned to a new library, will sufficient equipment and supplies have been ordered? Often, there is a lack of equipment and supplies on hand or even *available* in the country. Information about such matters prior to arrival will avert any prolonged delays if orders have to be placed afterwards."[2]

If the visiting exchangee is a technical expert who is planning to introduce, for instance, the mechanisation of a library routine operation in the host library, it is in the self interest of the latter to ensure that all the plant and equipment (e.g. a photocopying machine or a computer) are already installed before the expert's arrival.

The comments of Miles M. Jackson on adjustment problems in relation to a new environment call for examination.

"For some weeks, it may seem to the librarian that he will never get down to the business for which he has come. During this period of "limbo", the librarian might wish to study the social etiquette of the area. Such things as when to extend an invitation or accept one, when to leave a host's home, when to give gifts, and how to accept them, are

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1 "American Librarians Abroad" by Miles M. Jackson *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 51

2 Ibid.

amenities we observe effortlessly at home. Yet when we are in a different country, we may discover that acceptable practices in our country are taboo in the new environment."[1]

The sensible course for an exchangee is at all times to avoid causing offence in his social behaviour. By his study of the reports of former exchangees maintained at the PSC he would have acquired some idea of at least the more important social taboos. However, the host library may adopt somewhat lenient and flexible standards and not judge him too severely. A wide margin of allowance for the variant social customs of foreigners may be permitted.

A question needing investigation is the feasibility and usefulness of conducting personality tests by psychologists to find out whether a prospective exchangee is prone to suffer from "culture shocks". Such tests could serve a purpose by helping to weed out those who may, on account of their personality structure, not be able to assimilate as much from an exchange as another would with a differently constituted personality structure. Yet some may come to regard the very carrying out of such tests as personal affronts and this factor could operate as a formidable obstacle to the popularisation of exchanges. The problem has been posed by Miles M. Jackson and elaborated by an anthropologist Dr. Kalvero Oberg.

"The inability of the individual to adjust to a new culture in a reasonable period of time has been called "culture shock". Some of the symptoms, as described several years ago by Dr. Kalvero Oberg, anthropologist with the United States Operating Mission in Brazil, include: "excessive washing of the hands; excessive concern over drinking water, food, dishes, and bedding; fear of physical contact with attendants; the absentminded stare (sometimes called the tropical stare); a feeling of helplessness and a desire for dependence on long-term residents of one's own nationality; fits of anger over delays and other minor frustrations; excessive fear of being cheated, robbed, or injured; great concern over minor pains or skin irruptions". The librarian may even find himself wishing he were back home in his own library, talking with people who "make sense". But the ability of the individual to avoid "culture shock" and adapt quickly to

[1] "American Librarians Abroad" by Miles M. Jackson *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 51 and 62

his new environment will greatly enhance his chances for a successful venture."

"One way to immunize oneself against the occupational hazard described by Dr. Oberg is to study the culture, customs, and people of the country prior to arrival. A knowledge of the host government's history, politics, contemporary writers, musicians, artists, and national heroes will help make the assignment more meaningful. It has been said that one of the best ways to know a people is to learn something about their language. To be able to say "good morning" in the native language will help establish an easy rapport."[1]

In order that the exchangee may satisfactorily fulfill the almost ambassadorial duties which are expected of him, the home library could go a long way by equipping him with books, pictures, slides, film strips, statistics, data and the like. "The foreign librarian will generally find that people here want to learn more about his country, and he should be not only willing but anxious to speak to groups of many differing interests. He should find space in his luggage for a few basic books and pictorial matter about his country. He must learn to react, with the greatest equanimity, to questions showing a distressing ignorance about his country..."[2] Challenging situations of this kind assist the post professional education of librarians by preparing them for pedagogic rôles.

PREPARATION BY HOSTS

A host library too has the responsibility of preparing its staff for the temporary addition of a new exchangee-colleague. Information about the exchangee such as his past experience, his qualifications, his library background — indeed every relevant detail could be thoughtfully disseminated among the staff before his arrival so as to forge better links of understanding. It is a truism that ignorance is the mother of prejudice. The spirit of condescension, itself the result of prejudice, neither fosters goodwill nor furthers international

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1 "American Librarians Abroad" by Miles M. Jackson *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 62

2 "Exchange is a two-way street" by Jean Hagger *Wilson Library Bulletin* Vol. 28 No. 9 May 1954 p. 775

librarianship. Librarians from countries with less developed library systems may be particularly sensitive to disparaging remarks.[1] It is a problem to demarcate the extent of preparation by the host library staff. However, the prudent course for the host librarians would be to gather at least a modicum of bibliographical knowledge as this evidently improves communication:

"One thing we can do to smooth the way is to learn something about the countries from which our visitors come. To know, for example, that Narayan, the author of *Waiting for the Mahatma,* is one of the world's greatest novelists, will help with any Indian; to have read him will make you special. And West Africans will be pleased to discover that you recognize Amos Tutuola's *Palm-Wine Drinkard* as an offbeat, minor classic. It is easy to see how much this kind of knowledge, even though it is a smattering, will do to help establish confidence and communication."[2]

Occasionally and exceptionally the host library may extend its hospitality by forging links with non-librarian exchangees. Such contacts are justifiable only in so far as the cause of librarianship is promoted somewhere or another. "Aside from the duty to see that there is an increase of librarians in the exchange of persons program, librarians have a particular responsibility to participate in the programming

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[1] "...if the visit or employment here of a foreign librarian is to have value for both sides, we need to prepare for the experience. We must first rid ourselves of stereotyped thinking about librarians from abroad, especially about those from newly independent countries. One of these librarians, Wilfred J. Plumbe, gives us this helpful account in "The Afro-Asian Library Position", *(Library Review, Autumn 1963):* "...people coming to Africa and Asia no longer expect to find us living in mud huts, picking our way to work between pythons and puff-adders, or speaking in words of one syllable to our local library staff." Mr. Plumbe points out that many libraries are in attractive, new, concrete buildings, operated by multilingual staffs, and equipped with microfilming devices and all kinds of up-to-date gadgets. Although not all African or Asian visitors will come from such sophisticated libraries, they won't have to be taught, as Miss Porter of Baltimore taught the Ape Man, "Me Jane, you Tarzan." Some visitors speak English as well or better than we do." "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 pp. 49-50

[2] "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol 39 No.1 Sep 1964 p. 50

of the visits of all the other foreign visitors invited to the United States by our government. Relatively few of them have ever had the experience of seeing a good public library, or a school library, or have any conception at all of the qualifications required for a professional librarian. Each comes with the hope of learning as much as he can about life in America and particularly about those institutions that are most influential in providing the good life for all the people. We should seize every opportunity, through a planned program, to make these people, most of whom are leaders in their own communities, friends of libraries... Here is perhaps our most fertile soil for planting seeds of interest in libraries and for recruiting promising librarians for service in their native countries."[1] To this statement may be added the somewhat intangible benefits accruing to staff members through such contacts in the form of changes in outlook or even a simple awareness of the scholarly and other interests of non-librarian exchangees.

LANGUAGE DIFFICULTIES

Communication becomes difficult, though not impossible, when an exchangee has an insufficient command of the language or languages used in the host country. It is one of the incidental advantages of an exchange if it helps in the learning of a foreign language, the foremost advantage being the furtherance of professional expertise. If an exchangee regards an exchange solely as an opportunity to learn a foreign language from scratch, such a course may leave little time and energy for the acquiring of professional knowledge. Because a knowledge of many foreign languages is an invaluable asset to a librarian, exchanges provide opportunities for polishing up languages already learnt or in the course of mastery. "Because of the language problem we were normally limited to non-professional duties, though sometimes we were asked to help evaluate a book or review in English."[2]

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1 "Promoting Library Interests Throughout The World" by Lucile M. Morsch *ALA Bulletin* Vol. 51 No. 8 Sep 1957 p. 581

2 "To Studerende i Danmark" by Jean Mary Soul and Rita Walker *The Assistant Librarian* Vol. 59 No. 6 June 1966 p. 123

Since the purposes of exchanges are the promotion of professional expertise, the allocation of *non-professional* duties, apart from defeating the raison d'être of exchanges, is also a waste of time and a misuse of human resources.

Examining the situation from the point of view of the exchangees whose interests under ideal conditions supersede those of the library temporarily employing them, did these exchangees add to their professional knowledge by having "to help evaluate a book or review in English."?[1] This they could well have done back at home. That these exchangees were useful in this way to a Danish library is an irrelevant point when estimating the educational value of this exchange to the exchangees concerned. It is recognised that the potential usefulness of an exchangee could influence a host library in the process of deciding whether to employ an outside librarian: a host library with a marked pragmatic outlook may refuse to participate in a scheme lacking in such demonstrable advantages. Since exchange is a "two way street" it becomes necessary to strike a balance between the occasionally conflicting interests of exchangee and host library. In the Danish case, apart from this consideration, because these two exchangees had a real language problem the library in question emerges in a somewhat favourable light.

The temporary employment of foreign librarians could affect the smooth functioning of a library and perhaps slacken the pace of work.[2] "Despite the frustration, embarrassment,

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[1] Ibid.

[2] "On a busy Saturday just before Thanksgiving, a patron of the Enoch Pratt Free Library telephones the library. He wants to find out what a turkey shoot is. One of our skilled switchboard operators, of mixed European and Asiatic ancestry, answers the call. She is puzzled by the turkey shoot question and refers the call to the Reference Department where an Indian who speaks fluent but not "American" English deliberates the question. He thinks in terms of the country Turkey, and transfers the call to the History Department. The librarian here knows very well what a turkey shoot is, even though she speaks with a German accent. She switches the call to Civics and Sociology where, through a quirk in the Pratt Library classification system, books on sports and customs are shelved. Answering the telephone in Civics and Sociology is a charming girl from Tehran who reaches for *Turkish Archery and the Composite Bow*. The head of the department, who speaks plain "American" English without even a trace of Baltimorese, overhears and senses

and misunderstanding occasioned by lack of knowledge of idiomatic expressions, localisms, and regional ways of speech, foreign librarians *can* learn, and can become very useful on the job."[1] The problem seems to have been mis-stated: it is not a mere question of ability in mastering linguistic difficulties, important though this is; but whether a foreign librarian could achieve this mastery *within* a reasonably short time of commencing his exchange which in itself is usually a short period. These difficulties in linguistic communication may be partly overcome, though not absolutely solved, by the ready assistance of the local host librarians. The ability of a library to provide such assistance is limited by the numerical strength of its staff: the local permanent staff who are potentially capable of helping out a foreign librarian who has to encounter linguistic difficulties. Therefore the engaging of too many exchangees could subject staff members to considerable strain. So it is for each library to strike the right balance, the manageable ratio of local to foreign librarians during any given period of time so that work does not get seriously interrupted. One seeming solution may consist in the total avoidance of linguistic difficulties by the allocation of duties to exchangees which do not call for a knowledge of regional ways of speech. Such a course of action, however tempting and seemingly prudent, defeats one of the aims of exchanges: the furtherance of post-professional education via reader-librarian contacts.

Overseas exchangees, especially those who happen to know the lesser known foreign languages, become useful not only for cataloguing, book selection and translating work but as well for reference inquiries requiring a fairly comprehensive knowledge of the published materials in such languages. "One staff member pointed out special benefits: "Oriental assistants have a special value in view of our relative ignorance of their cultures. Only the presence of a Chinese, Japanese, or

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that things are not right. She mollifies the patron and brightens the Pratt image by referring him to that excellent book, *American Sports* (1785-1835) by Jennie Holliman, who advises that to have an old-fashioned turkey shoot you place the bird at 100 yards with only his head showing and bang away with a rifle." "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 48

[1] Ibid.

a Persian assistant on the staff, for example, can make possible reference work in these languages. These people have translated bills of lading, yacht's papers, letters, price lists for Baltimore firms or for individuals."[1] When York exchanged an assistant with a town in Germany, the libraries concerned got one very tangible advantage in that each assistant advised on the holdings in her own language in the visited library and this helped the two systems to initiate an exchange of important current fiction.[2] Because of varying linguistic abilities it is pointless to fix arbitrarily a period of time within which an exchangee may be expected to master the intricacies of a local vernacular. He may never master but at least an attempt could be made through systematised endeavours. "Some hours should also be devoted to learning the local vernacular. After this is established we should be prepared to offer an orientation period of a week to several months, to guarantee that both learning and satisfactory service are achieved."[3] While admitting that language barriers restrict the scope of exchange schemes, it is nevertheless pointed out that the prior existence of such schemes is likely to encourage the study of foreign languages. When an exchange consists of a short itinerary, language difficulties could be minimised, though not altogether overcome, by the efforts of interpreters. Thus when a group of Soviet information scientists and scientific and technical librarians visited the U.S.A. under the agreement between the two countries on Exchanges in the Scientific and Technical Fields, L. Markov-Moghadam of the U.S. State Department served as an interpreter.[4]

The radical step of avoiding language difficulties altogether has been suggested: "language difficulties must be avoided, as in the short period at the trainee's disposal the time required for his adjustment to new surroundings should be reduced

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[1] "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 49

[2] "Inter-Library Staff Exchanges" by E. T. Bryant *The Librarian And Book World* Vol. 50 No. 6 Jul-Aug 1961 p. 109

[3] "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 50

[4] "Soviet Information Experts Tour United States Information Facilities" by John P. Binnington *Special Libraries* Vol. 57 No. 3 Mar 1966 p. 194

to the absolute minimum..."[1]. Difficulties are not solved by avoiding them. Language difficulties are real and call for solutions even in partial measure. How may Levy intend to avoid language difficulties? If the exchangee ignores the existence of linguistic problems then communication with readers, staff and society as a whole gets hampered. If, on the other hand, language difficulties are evaded by making arrangements only with a few selected countries or by limiting eligibility to librarians with proven linguistic abilities, then such policies narrow the scope of exchanges in the world of librarianship. The rôle of languages as a condition of successful exchanges, however important, may not be overstated lest prospective exchangees with little or no linguistic abilities get discouraged.

ORGANISATION OF WORK

In order to derive the maximum benefits it is best if the exchangee, sooner on later, is introduced to the work of *every* department. Apart from the advantage of more contacts with staff members and the greater number and variety of library practices learnt, it helps in the formation of an integrated picture of the library scene as a whole. The system followed at the Illinois State Library achieved these aims:

"When I arrived I was told that I would be treated like a book, starting off with a week in the ordering department and working my way through cataloguing, accessioning, processing, etc., until I arrived in the public departments. This was a good scheme as it enabled me to get a complete picture of the work of the library, and incidentally it was much better to meet the staff like this gradually rather than to be introduced to them "en masse". I was quite proud of the fact that by the time I left I knew all the 125 by name, though I must confess that the American habit of using first names helped me considerably."[2]

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[1] "International training policy in the context of economic development" by Mordechai M. Levy *UNESCO Handbook of International Exchanges* II 1967 p. 24

[2] "I Kept My English Accent: Impressions of Librarianship in Illinois" by Monica O. Webster *The Assistant Librarian* Vol. 48 No. 2 Feb 1955 p. 23

Personal contacts with readers during exchanges help to obtain deeper insights into their problems and are therefore regarded as a necessary part of professional studies. Even when such contacts are casual and shortlived as when a librarian meets his readers over a counter, there is something to be said for these occasions which help to establish links of communication.[1] Recognising that the knowledge and understanding of librarianship is enhanced by personal contacts with readers, an exchange may also be used to achieve this end especially for those librarians whose work rarely or never involves direct contacts with readers.[2] The experience of an exchangee may be widened by arranging visits to a great variety of libraries.[3] In order to spend profitably what is necessarily a restricted period, a senior librarian at the host library may be expected to draw up a meticulously well organised schedule.[4] Apart from providing for the special interests a particular exchangee may happen to have, a thoughtful gesture would be to introduce him to those aspects of librarianship in which his country or library may be somewhat lacking. This calls for tact and the avoidance of patronising condescension lest the offensiveness caused offsets the good-

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[1] "I particularly enjoyed my weeks at the loan desk as it gave me a chance to meet the public." "I Kept My English Accent: Impressions of Librarianship in Illinois" by Monica O. Webster *The Assistant Librarian* Vol 48 No. 2 Feb 1955 p. 24

[2] "My exchange partner undertook the general duties of a junior in the lending department at Wimbledon Public Libraries and this gave him an opportunity of working with the public who do not come in contact with a County Headquarters staff." "Exchange Schemes" by Ian Bradley. *The Assistant Librarian* Vol. 56 No. 1 Jan 1963 p. 10

[3] "During the last two months I was assigned to the Extension Department and covered hundreds of miles in the library station-waggons visiting public libraries throughout the state, as well as hospital, school and college libraries." "I Kept My English Accent: Impressions of Librarianship in Illinois" by Monica O. Webster *The Assistant Librarian* Vol. 48 No. 2 Feb 1955 p. 24

[4] "...the deputy librarian, who outlined our programme for the next six weeks. Two weeks were to be spent in each of two branches, and a further fortnight at Central. In addition visits were arranged to a county library, a small town library, a music library and the Central Bibliographical Office." "To Studerende i Danmark" by Jean Mary Soul and Rita Walker *The Assistant Librarian* Vol 59 No. 6 June 1966 p. 123

will otherwise generated via exchanges.[1] A carefully planned schedule, by allocating the responsibility of care to specific persons, helps to ensure that the exchangees never get neglected.[2] The responsibility of care shifts from person to person as the exchangee moves from department to department or from library to library. The duty of care extends to the conscientious provision that the exchangee, however mature and professionally advanced, is not without even a nominal custodian failing a real one, at any moment of time during the period of the exchange. Overcrowded schedules run the risk of being physically exhausting and therefore of adversely affecting the mind's capacity for concentration and assimilation. On the other extreme are the comparatively uneventful schedules which err too much on the side of leisurely boredom. Obviously the right balance has to be struck and because the exchange period is necessarily restricted in time one cannot see how "Once the librarian has arrived at his destination, it is up to him to determine his own pace."[3] The statement is preposterous for no exchangee has world enough and time. Under normal conditions the pace is determined by the schedule subject to unforeseen contingencies. The restricted time available calls for the exercise of discretion in the selection of priorities from the tentatively drafted schedule. In exercising discretion, what criteria are acceptable as valid? "The function of international training should be to an ever diminishing degree the acquisition of routine knowledge and skills, and to an increasing degree the inquiry into highly specialized areas of endeavour for which local

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[1] "Africa cannot afford the fabulous dollars except when the Yankees coming to Africa have subsidized salaries and except they come not as superiors or overlords but as counterparts, and indeed, equals." "Exchange Programmes, Not A Peace Corps — Africa's Need in Librarianship" by Olu Odumosu *The Assistant Librarian* Vol. 58 No. 6 June 1965 p. 104

[2] "In each department we were attached to a library student. They were most friendly, and we received not only a greater insight into library matters but also invitations to their homes and advice on the best shops, and city sights to visit or avoid." "To Studerende i Danmark" by Jean Mary Soul and Rita Walker *The Assistant Librarian* Vol. 59 No. 6 June 1966 p. 123

[3] "American Librarians Abroad" by Miles M. Jackson *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 51

facilities are not yet available or cannot yet be justified.[1] Furthermore, Levy comments that

> "(a) the place of training and its programme must be most carefully adapted to the qualifications and needs of the trainee, as well as to the size and standard of his place of work;
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> (b) language difficulties must be avoided, as in the short period at the trainee's disposal the time required for his adjustment to new surroundings should be reduced to the absolute minimum;
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> (c) the training programme must be scheduled very closely, both in consultation with his country's representative who should be able to interpret specific training needs in the light of his experience of local conditions."[2]

The principle of emphasising those aspects of librarianship for which local facilities are lacking is understandable but in so doing the particular specialised interests of an exchangee ought not to be overlooked. Local needs may conflict with an exchangee's interests and in such a conflict which ought to prevail: the individual interest or the collective? Trying to resolve this conflict would involve drifting into the realms of political philosophy. In favour of local needs it is argued that the exchangee owes his job and perhaps also the opportunity of an exchange to his home library's sponsorship; that his first loyalty is to his employer and that deficiencies in local libraries ought not to be overlooked. Yet a counter argument in favour of an exchangee pursuing his private bibliographical interests is that in so doing he is really engaging himself in post professional studies voluntarily. Furthermore, it is the library he serves which ultimately benefits when a librarian indirectly improves his professional

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[1] "International training policy in the context of economic development" by Mordechai M. Levy *UNESCO Handbook of International Exchanges* II 1967 p. 18

[2] "International training policy in the context of economic development" by Mordechai M. Levy *UNESCO Handbook of International Exchanges* II 1967 p. 24

expertise by the pursuit of his private bibliographical interests during an exchange. But a well planned schedule may leave little time and opportunity for such academic pursuits. However, when the subject of study happens to be librarianship itself or an allied field of learning, it is fair and reasonable to make provision for activities such as private research or the attendance of classes.[1]

In the planning of a schedule a matter which ought not to be overlooked is the type of work an exchangee had been doing. Adjustment difficulties are lessened when an exchangee is called upon to perform similar or identical duties. Such arrangements, however convenient for both the exchangee and the library concerned, defeat one of the objectives in arranging exchanges: the provision of varied experience, the learning of new techniques, the facing of new professional situations, etc. On the other hand, caution is needed so that the exchangee is not introduced to so new and strange a list of tasks as to leave him hopelessly bewildered.

When an exchange takes the form of an itinerary as often happens, it behoves the organisers to ensure that their guests see a good cross section, a truly representative selection of the library scene, thereby enabling the visitors to draw their own independent conclusions. When Soviet information scientists and scientific and technical librarians visited the U.S.A. under the agreement between the two states on Exchanges in the Scientific and Technical Fields, a carefully planned itinerary was arranged to give the group a cross section view of libraries and information centres represented in the Special Libraries Association. There were visits to company libraries, federal libraries and private enterprises engaged in scientific information.[2]

It has been thought that the library to which a librarian transfers "should be progressive and enlightened, and that it have a reputation for successful accomplishment. This library should afford the assistant a renewed vision of what efficient administration and good library service mean."

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[1] "We were both attending library classes on a half-day release per week and these carried on as usual." "Exchange Schemes" by Ian Bradley *The Assistant Librarian* Vol. 56 No. 1 Jan 1963 p. 10

[2] "Soviet Information Experts Tour United States Information Facilities" by John P. Binnington *Special Libraries* Vol. 57 No. 3 March 1966 p. 194

"In addition, the library should, at least for western librarians, be located preferably in a city where there are unusual cultural opportunities since the assistant will wish to benefit personally as well as professionally. Theaters, music, museums, lectures all contribute to the in-service education of forward-looking librarians."[1]

In so stressing the importance of the cultural setting of libraries, Unger is indirectly making a plea for the non-professional aspects of librarians' post professional education. However, as our concern is primarily with the post-professional education of librarians; for the purpose of selecting libraries for exchanges, it is thought that given a choice, a good library in an inferior cultural setting is preferable to a bad library in a superior cultural setting. Therefore the statement that "The cultural opportunities in a new place are important. . ."[2] may be modified thus: in view of the priority of bibliographical interests in a librarian's post-professional education, the cultural opportunities in a new place are not unimportant. That exchange is a 'two-way street' has been overlooked by Unger who has narrowly regarded only exchangees' interests. Are libraries which fall below the stipulated high standards to be deprived of the beneficial influences of guest exchangees then? The view has been expressed that "Probably the libraries with more unchanging and local staffs would derive the greater benefits."[3] There is also the need to give exchangees a true and accurate picture of the library scene. A foreign librarian, unless he is provided with the opportunity to visit and/or work in a wide range of libraries of varying quality, may tend to acquire a distorted picture of the library scene in a country: an impression which does not correspond to the library situation in reality. There is also the attendant risk of such an incorrect impression getting conveyed to his colleagues at home.

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[1] "When Assistants Exchange Positions: Portland's Point of View" by Nell A. Unger *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 13

[2] "When Assistants Exchange Positions: Miss Blossom's Comments" by Mary E. Blossom *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 16

[3] "When Assistants Exchange Positions: Miss Pratt's Suggestions" by Louise B. Pratt *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 16

USES OF EXCHANGEES FOR SPECIAL JOBS

The skill of a subject-specialist-exchangee is best used by the allocation of duties having a direct or indirect bearing on his specialised subject; such duties might involve, therefore, the compilation of reading lists and bibliographies, the organisation of displays, the delivery of lectures, the cataloguing and classification of special collections as well as the selection of materials. "The contributions of foreign librarians at the Enoch Pratt Free Library have been manifold: a librarian from Delhi gave much through his knowledge of Oriental philosophies and religions and he also helped in compiling an education list which is distributed nationally by the National Education Association; a librarian from Salem, in India, dressed in a dhoti, was both exotic and memorable introducing a program of Indian films; a Danish librarian with good knowledge of several languages was most helpful in selecting, weeding, and making book lists on European subjects."[1]

Useful projects are sometimes undertaken by exchangees who have special abilities. An outstanding project developed under the U.S. Department of State "International Educational Exchange Program" was the establishment of a department of library science at Chulalongkorn University in Bangkok, Thailand.[2] Another noteworthy example was that of Dr. Lewis F. Stieg, librarian at the University of Southern California who while doing research in the Philippines not only helped to reorganise the library of the University of the Philippines but was also responsible for adding several thousand books presented by students from his home university.[3] Whereas countries with highly developed library systems provide superior research facilities for exchangees into the more sophisticated aspects of librarianship such as data processing and information retrieval; this fact notwithstanding, it

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1 "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No 1 Sep 1964 p 49

2 "U.S. Librarians and International Relations" by Russell L. Riley *Library Journal* Vol. 82 No. 20 Nov 15 1957 p. 2869

3 Ibid.

is nevertheless necessary to recognise that countries with less developed library systems are not without opportunities for pioneering and enterprising work.[1]

SPECIAL COLLECTIONS

Exchanges provide opportunities for the familiarisation with special collections[2] which sometimes happen to be uniquely held collections. An exchangee who happens to be an expert may be in a position to make useful observations and constructive suggestions for the improvement of an existing or growing collection. "On more than one occasion I have asked visiting experts to give me a critical appraisal of certain collections which I knew they were in a position to appraise. This is not difficult for them; I have discovered that they are always happy to undertake this; the benefits to the library are obviously very great."[3] Special collections, whether acquired by bequest or painstakingly built by the untiring efforts of many librarians, need a continuous attention. This attention, in the interests of efficiency, cannot be confined to such conventional practices as the scanning of publishers' catalogues but should include bibliographical searches in places far and near. Exchanges provide excellent opportunities to make outside searches. When abroad the exchangee could master the intricacies of the book-trade, publishing and copyright law in relation to his library's special collection of which he may or may not be the actual custodian. The home library could permit the exchangee a wide discretion in the making of valuable acquisitions for their special collection. Furthermore, the home library could authorise an exchangee's

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[1] An instance of enterprise: "One pioneer Fulbrighter compiled a book on library service to young people for translation into Arabic. It achieved an immediate success, and its Cairo edition was quickly exhausted." "Ten Years Of Fulbright Librarians" by Scott Adams *ALA Bulletin* Vol. 52 No. 6 June 1958 p. 410

[2] "I saw, too, many rare books in the library's special collections." "As others see us, an exchange of staff" by D. J. Monk *North Western Newsletter* No. 64 Jan 1961 p. 7

[3] A quotation from Dean Dalton (*In* "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 48)

entering into contractual agreements and understandings with bodies such as universities, learned institutions, research organisations, libraries of all kinds and the like for the reciprocal exchange of publications. The exchange of librarians could be manipulated to stimulate the exchange of publications. The publications so exchanged could cover a wider area than those relating to any particular special collection.

EXCHANGES BETWEEN DIFFERENT KINDS OF LIBRARIANS

The importance of exchanges between different kinds of librarians, especially between academic and non-academic librarians, needs emphasis. The best of both worlds is realisable through such exchanges: "The library world has no boundaries for those librarians not atrophied by apathy. Couldn't we all benefit by an exchange of staff between public and university libraries? It is quite possible for a university to become a tight little island of what the university itself considers fine thinkers. (Let me say that I here use the word tight in the sense of closed). The attitude can develop that if the culture and thinking ability of the university staff were only understood and appreciated just nothing more would be needed to save the world. The librarian in such an atmosphere can forget her vital faith in the very great understanding and intelligence of the person with little formal education. On the other side of the picture may be the public librarian who falsely concludes that everything which goes on in a university setting is hopelessly "long hair" and impractical. An exchange would help her to be aware, as she certainly was once in her student days, that out of the quiet study and research in the university come ideas that are practical as a raincoat on a rainy day. Anything, then, that increases understanding for librarians, increases understanding among those who use libraries."[1] It has been suggested that "Maximum benefit is obviously gained when the

[1] "The World, the Book, and the Librarian" by Florence S. Craig *Wilson Library Bulletin* Vol. 28 No. 4 Dec 1953 p. 355

assistants normally work in entirely different types of library, e.g. municipal with industrial or university, county with research or technical college library, . . ."[1] But the contrary view is that "From the professional standpoint, two libraries in the same section may have much to gain by exchanging staff members with one another."[2] When a librarian is temporarily transplanted in an entirely different kind of library apparently there would be more newer things to learn than if he finds himself in a library which is not very different from his own. In this sense he benefits but the issue is: is "maximum benefit" realisable by such a course as claimed by Bryant? The knowledge gained of the working of a research library may be irrelevant and sometimes inapplicable to the conditions of a municipal library. A research librarian could spend his time more profitably and acquire newer relevant ideas to his work by working in other research libraries than in any other kind of library. It is assumed that a specialist thrives in his groove. On the other hand, bearing in mind the importance and potential value of the cross fertilisation of ideas together with the fact that the methodology of librarianship is fairly universal, a strong case can be made for exchanges between entirely different kinds of libraries. When similar positions are exchanged the participants tend to increase their expertise;[3] but when dissimilar positions are involved the range of experience is widened but not necessarily deepened. "Exchanges involving dissimilar positions entailing staff shifts must be sufficiently valuable to offset losses in efficiency due to the shifts as well as to the absence of the exchanging staff member."[4] It is observed that the "losses in efficiency" are likely to be short lived and only until such time as the exchangee has reasonably orientated himself to his new surroundings.

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[1] "Inter-Library Staff Exchanges" by E. T. Bryant *The Librarian And Book World*" Vol. 50 No. 6 Jul-Aug 1961 p. 111

[2] "When Assistants Exchange Positions: Miss Pratt's Suggestions" by Louise B. Pratt. *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 50

[3] Ibid.

[4] "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 12

THE "BRAIN-DRAIN" PROBLEM

When an exchangee begins to feel peculiarly at home when pursuing interests which are his speciality and when the host library comes to recognise his usefulness, and perhaps indispensability in some cases, it becomes a real temptation for both parties to explore the feasibility of altering the terms of the agreement so as to enable the exchangee to work permanently. Such arrangements, popularly categorised as coming within the term "brain drain", often frustrate the *expectations of one library while benefitting another.* The international mobility of librarians is as vitally necessary and important to the making of advances in librarianship as the mobility of labour is essential to the smooth working of an economy. Unless librarians have the freedom to move to those places which cater to their special interests not only would librarianship suffer but there would probably arise widespread feelings of dissatisfaction. Those libraries which seek to attract the best talents in the profession naturally tend to offer the highest salaries. On the other hand, those libraries which are most in need of such talents may be the least able to afford above the norm salaries. "Today, the gravitation of talent to the best-equipped centres is recognized as a problem for the poorer nations — the so-called "brain drain". Yet it is itself a form of international exchange which has been known among men of learning for many centuries."[1] Because exchanges further, among other things, the diffusion of bibliographical know-how particularly among those countries with less developed library systems, the "brain drain" is likely to affect them adversely in so far as exchangees from these places fail to return home. Is it possible to arrest this tendency? The agreement creating an exchange may stipulate a clause requiring the exchangee's return to his home library or the commutation of this condition by the payment of an amount equal to the value of the exchange. A determined exchangee may look for legal loopholes in the contractual agreement and could well contemplate even a change of nationality if this helps. It is thought that rigorous

[1] "International relations and exchanges in scientific and technological fields" by Nigel Calder *UNESCO Handbook of International Exchanges* II 1967 p. 29

clauses of this kind, although mitigating but not altogether avoiding the "brain drain", may come to be regarded as an encumbrance to the free and voluntary spirit underlying international exchanges.

Viewed historically, the "brain drain" has been a feature of the world of learning at all times but apparently only a few stayed away: "The pursuit of vocational and professional training in foreign countries is not, as is sometimes assumed, a development characteristic of recent times. Throughout the ages and in many civilizations enterprising young people have set out from their homes and wandered far abroad in quest of more knowledge, greater skill, broader experience. Many, though not all, returned home to enrich both themselves and their surroundings with the material and cultural values they brought with them from other lands."[1]

What one nation "loses" from the "brain drain" another "gains". Concepts of loss and gain are the mental formulations arising from viewing this problem along nationalistic lines which, political considerations apart, is an unsatisfactory method of investigation. What is more significant is not whether the "brain drain" affects any specific country, but fundamentally, whether its cumulative effect is the promotion of librarianship in the world at large. It is relevant to assert the right of librarians, like that of the scientists, to go to places where research facilities and other conditions of employment are comparatively more promising.

Levy has suggested several concrete measures to arrest the "brain drain" such as "... accelerated development of institutions of higher learning and technical training at home, limitation of eligibility for training abroad to higher age groups and to married persons (it appears that wives tend to influence their husbands to return home), as well as agreements with host countries regarding special visa arrangements, thus ensuring that students will leave the country concerned on the completion of their studies or training. Inexpensive travel arrangements for home leave should also be provided for, say every two years, so as to reacquaint students with the general progress of their country and with

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[1] "International training policy in the context of economic development" by Mordechai M. Levy *UNESCO Handbook of International Exchanges* II 1967 p. 17

developments pertaining to their own profession. Contacts with potential employers, particularly of students who are not bonded, should be arranged by a special branch for professional workers of the National Employment Service during these home leaves, and then be maintained by correspondence. Wherever there are housing shortages, inexpensive apartments or low-rate mortgages and loans for transfer expenses should be provided for returnees. All these incentives are cheaper than the total loss of the investment made in the training of one person."[1] The suggestion relating to the limitation of eligibility for training abroad to higher age groups and to married persons deserves scrutiny. More responsible posts are likely to be held by those in the higher age groups. Persons in authority generally tend to conservatism and sometimes reveal a reluctance even to recognise the need for change. Therefore it may be conjectured that older persons are likely to assimilate less from an exchange in contrast to their younger colleagues who are characterised by a greater mental flexibility. Married persons are not necessarily more likely to return than single librarians. Because marriage involves heavy financial outlays, it could be argued that married librarians are, on the contrary, those more liable to be lured by higher salaries abroad. The problem is not one of finding out the categories of exchangees most deserving of exchanges as Levy evidently concluded. The crux of the matter is that librarians become professionally obsolete for the want of post professional education. So it becomes vitally necessary to ensure that *every* librarian; irrespective of age, civil status, experience or seniority, is provided with opportunities such as exchanges which help him to keep abreast of advances in librarianship.

"Some argue that it is bad for students from developing countries to be removed from their own environment and introduced to the habits and customs of western life. Some will prefer the comforts of a developed society and will not return. Some who do will find it difficult to readjust. Obviously there are problems here, as there are in any mobile educational system. Have not the same arguments been used

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[1] "International training policy in the context of economic development" by Mordechai M. Levy *UNESCO Handbook of International Exchanges* II 1967 pp. 22-23

in this country against giving working class youngsters opportunities of grammar and university education? Are we all to be tied to out [sic 'our'] parish pumps for life? Clearly a oneway "brain drain" must be avoided, but a two-way flow is preferable to stagnation."[1] While granting the need for a two-way flow, the problem is twofold: first, how to arrive at this end, and second, how to maintain a steady two-way flow. In the short run, at least until such time as there is a general equalisation in the standards of living throughout the world, the flow is likely to be sadly in one direction.

The severity of the problem is somewhat moderated by the fact that cold calculations of advantage do not necessarily determine the direction of the "brain drain" for librarians are also motivated by emotional, sentimental, irrational as well as psychological factors: "Most of the foreign librarians will be asked the following difficult question: "Do you want to go home?" "In most cases, the answer will be a most definite "Yes". First, we have our personal and social ties. Then, we shall want to share the benefits we have received during our stay here..."[2]

Margery Bedinger has questioned the validity of the maxim that 'exchange is a two-way street' in relation to the visits of librarians to countries with less developed library systems. "The United States is ahead of most countries in library techniques. If you expect to gain *professionally* from the exchange, you are apt to be disappointed. It is even wise not to be surprised if you find your own work somewhat disorganized on your return to it. Under normal circumstances, your exchange will benefit professionally much more than you."[3] An exchangee tends to increase his professional expertise indirectly by furthering his non-professional interests. An American librarian exchangee in Pakistan, for example, may learn hardly anything new about computers in libraries but his opportunities of acquainting himself with the literature of Islamic culture would stand him in good stead if he has

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[1] "A Poor Way To Save Money" (Editorial) *Venture* Vol. 19 No. 3 Mar 1967 p. 5

[2] "Exchange is a two-way street" by Jean Hagger *Wilson Library Bulletin* Vol. 28 No. 9 May 1954 p. 777

[3] "An Exchange Year Abroad" by Margery Bedinger *Wilson Library Bulletin* Vol. 28 No. 3 Nov 1953 p. 287

to answer a bibliographical inquiry on that subject in his home library. Could he not advise on the selection and acquisition of Pakistani publications? "Under usual circumstances, your exchange will benefit professionally much more than you."[1] She presumes that the 'profession' is something apart from the librarians who constitute it. Is the 'profession' then an abstraction or a concrete, living body of librarians? Is a book something apart from its pages? The parts constitute the whole: so if the 'profession' benefits by exchanges this amounts to an admission that individual librarian exchangees benefit as well. On the other hand, the improved quality of exchangee librarians is translated in the form of an improved profession providing a superior library service. "Individuals profit by exchanges, but the vital point is that the *libraries* involved benefit and individual improvement is translated into broader terms of better library service for the communities in which exchanges have taken place."[2]

FINANCIAL ASPECTS

The financial burdens of arranging exchanges are lessened by obtaining official sponsorship.[3] The financial emoluments of an exchange become insufficient unless additional monetary allowances are made for all the expenses incidental to such an undertaking: travelling fares, hotel bills, insurance premiums, etc. The principle underlying such assistance is the prevention of the reluctance of librarians to accept exchanges owing to the likelihood of financial hardships. Monies reimbursed for expenses rightly incurred, if calculated moderately, lessens the risk of the lurking danger of 'speculation

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[1] Ibid.

[2] "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 11

[3] "Each library service provided hospitality for their guests in accommodation and entertainment. It was very encouraging to see the interest taken by the Mayors of both cities by their attendance at the welcome dinners, and also both Councils generosity in providing official transport for tours of inspection of the libraries, and other points of interest." "An experiment in local exchange librarianship" by Mavis Cribb *The Australian Library Journal* Vol. 11 No. 1 Jan 1962 p. 54

in exchanges'. This danger is real and calls for caution lest librarians tend to forget the real purposes underlying exchanges in their eagerness to amass small fortunes if monies are inordinately allocated. Therefore a satisfactory grant may be described as one which covers all reasonable expenses incidental to an exchange. The size of a grant becomes particularly important when the exchangee is not paid a salary.[1] "It is usual for libraries to continue to pay the salary of the absent assistant; this avoids any problems of superannuation, etc."[2] Again, "Our salaries were paid in the normal way as if the exchange were not taking place..."[3] A sub-committee of the Board of Education for Librarianship recommended that the home library grant leave of absence as for any type of professional training and continue the person on the pay roll: a method which overcomes the difficulty of arranging between persons receiving different rates of pay.[4] It also overcomes the difficulties involved in having to decide on a fair salary for an exchangee. Arrangements of this kind are financially satisfactory to the recipients when exchanges take place within one country and particularly if a country happens to have a somewhat uniform general level of prices such as the United Kingdom. But with international exchanges several problems arise if this practice is followed. Special exchange control permits have to be obtained to transfer salaries abroad in countries with restricted foreign exchange. The real value of money (i.e. the purchasing capacity of money) is variable from country to country. In this respect librarians from countries with a low per capita income are likely to be badly affected when employed in a country with a high per capita income. For example, an Indian librarian may find his salary inadequate in the U.S.A. whereas an American librarian would discover, perhaps to his delight,

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1 "We were fortunate in receiving both a maintenance grant and a substantial contribution towards travel expenses, since we were not getting paid for our work." "To Studerende i Danmark" by Jean Mary Soul & Rita Walker *The Assistant Librarian* Vol. 59 No. 6 p. 123

2 "Inter-Library Staff Exchanges" by E. T. Bryant *The Librarian And Book World* Vol. 50 No. 6 Jul-Aug 1961 p. 110

3 "Exchange Schemes" by Ian Bradley *The Assistant Librarian* Vol. 56 No. 1 Jan 1963 p. 10

4 "When Assistants Exchange Positions" by Grinton I. Will *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 12

that he is in a position to make greater savings when working in India. When currencies are converted commissions have to be paid and even deductions of this kind, however small, add to the burdens of all librarian exchangees and especially to those from the poorer countries. Two solutions are suggested. First, the host library could continue to pay the exchangee the same emoluments or an equivalent amount to that received by the librarian whose position he is temporarily replacing. The term "equivalent amount" is used advisedly because no two exchanging librarians may have had the same qualifications, experience, seniority and the other factors considered when calculating emoluments, so as to be eligible for identical salaries. The second solution suggested is for absent librarians to continue receiving their salaries when abroad with the host libraries subsidising and supplementing cases of special hardship. A subsidy is usually a small payment for 'topping off' difficulties caused by different standards of living, exchange control restrictions, etc.[1] An Indian librarian exchangee, for example, coming from one of the poorest countries in the world and drawing a low salary, would be deserving of such a subsidy in order to survive if he happens to be working in a country with a high standard of living such as the U.S.A.

In the payment of travelling fares three parties are involved: the home library, the host library and the exchangee. Unless fares are reimbursed exchangees may harbour second thoughts about the financial prudence of accepting outside positions. A matter needing investigation is whether libraries strive to obtain exchangees from far distant places in preference to those from nearby places in order to effect savings. The burden of fares may be shared between the two co-operating libraries when each undertakes to pay the fare one way, or borne by one party alone. 'Fares' include travelling expenses incurred when visiting libraries other than the one to which an exchangee is attached but exclude holiday travel.

After World War II a number of countries owed the U.S.A. for purchases of surplus supplies and materials but

[1] "African countries collect the fabulous dollars except when the Visitors coming to Africa have subsidised salaries..." "Exchange Programmes, Not A Peace Corps — Africa's Need in Librarianship" by Ola Odumosu *The Assistant Librarian* Vol. 58 No. 6 Jun 1965 p. 100

they lacked the dollar balances to pay although they had other assets such as universities, libraries and museums where studies beneficial both to that country and the U.S.A. could be undertaken. The Fulbright Act (Public Law 584 of the Seventy-ninth Congress, 1946) matched the resources and needs by establishing machinery whereby Americans could lecture or study abroad and could receive their stipends in local currencies in the settlement of balances which the countries could not otherwise repay to the U.S.A.[1]

The principle underlying this arrangement is capable of profitable application by countries with balance of payments difficulties. Britain, for example, would be taking favourable steps in the direction of adjusting her balance of payments difficulties by encouraging the presence here of exchangees from creditor states. It is, however, a disturbing fact that those countries beset with adverse balance of payments problems are often those with under developed economies and under developed library systems which restrict their propensity to attract foreign exchangees.

Owing to the hazards involved in any exchange, local or foreign; stipulations relating to certain kinds of insurance such as insurance against accidents, illness and losses in the terms and conditions of exchange-agreements are desirable. The importance of third-party insurance ought also not to be overlooked. "The home library will usually accept full responsibility for assistants working elsewhere, but provision ought to be made for third-party insurance also. If an assistant slips and breaks a leg, the matter should be covered by industrial insurance, but if the assistant inadvertently trips a borrower who breaks a leg, third-party insurance is needed to provide cover."[2]

The liability for double taxation and the non-coincidence of financial years in different countries are ever present

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[1] "Ten Years Of Fulbright Librarians" by Scott Adams *ALA Bulletin* Vol. 52 No. 6 Jun 1958 p. 497

[2] "Home Library Staff Exchanges" by G. F. Brown *The Librarian And Book World* Vol. 50 No. 6 Jul-Aug 1961 p. 111

difficulties.[1] The host library in such situations, as a matter of duty, could perhaps place at the disposal of its guest exchangee the legal counsel as well as the financial expertise of its bankers. Income tax problems[2] (including the liability for double taxation) become the easier of solution if exchangees are informed of the specific regulations before departure. The dossier prepared and maintained at the host library as well as the reports kept at the PSC ought ideally to furnish enough information. Any relevant observations regarding the theory and practice of exchange control and income tax regulations contained in the exchangees' reports too become useful hints for prospective exchangees.

REPORTS

Constructive criticisms, in contrast to condescending remarks, are more likely to be appreciated from exchangees who happen to represent countries with superior library systems. The reports of returning exchangees would be kept at the PSC. These reports could be indexed under the following headings:

Names of countries.....(Denmark, India, etc.)
Names of libraries.....(Brotherton Library, Bodleian, etc.)
Names of exchangees.....(BROWN, George, etc.)
Kinds of libraries.....(Statistics, Veterinary Science, etc.)

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1 "... The income tax provided my greatest worry, not so much because of the amount to be paid but because of the difficulty of learning the proper means of avoiding double payment of tax and because the British tax year begins in April." "Library has abroad" by Mildred Vanmeveldt *Library Journal* Vol. 83 No. 20 Nov 15 1958 p. 3266

2 "The minor difference in immigration status can make all the difference between having one's income taxable and nontaxable, so the exchange librarian should check carefully on all aspects of his status as soon as possible after arriving in this country, even though it would appear to have been settled before he received his permission to come here." "Exchange is a two-way street" by Jean Hagen *Wilson Library Bulletin* Vol. 32 No. 9 May 1958 p. 777

Exchangees would also be expected to make reports which are reflections on their own home libraries in the light of the newly acquired knowledge and experience of other libraries. Such reports too, whether seething with criticism or full of praise, would form a body of useful information in the sphere of comparative librarianship.[1] At the end of the period "...if he or she can be persuaded to speak frankly, the librarian may get a valuable insight into the administration of his library through the eyes of an outsider."[2] A formal or informal conversation as envisaged here is easy to forget and adverse comments made by an outsider could be brushed aside. But a report, particularly when the studied comments contained therein are substantiated by facts and figures, has to be taken more seriously. Apart from the fact that a report becomes a useful record for future reference, its contents are open to wide debate. The critical remarks of exchangees might be comfortably tolerated or quite positively welcomed as in the statement that "...in making their comments and criticisms, the overseas librarians contributed substantially to a continual assessment of the Toronto Public Library's work and activity."[3] The spirit underlying the following comment is noteworthy for its frank acknowledgment of the changed attitudes caused by exchangees' criticisms: "We have received two attractive, live, intelligent assistants who by saying, "*We* do it this way!" have caused us to review our

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[1] "Whether we have learned new technics, a fresh philosophy or just geography while away, whether all we can say is, "Isn't it nice to be *home* again," we can't help but get some good out of the exchange, if only the realization that home is the best place to be. Reappraisal of a job can be just as constructive and fruitful as a first appraisal, and makes contented workers of us all." "Exchange Positions" by Florence Downs *Wilson Library Bulletin* Vol. 15 No. 8 April 1941 p. 648

"Our staff members returning to the fold teach us our sins of omission and commission — or, on occasion, bolster our ego. For library and individual the experience under the above circumstances is almost unalloyed gain." "When Assistants Exchange Positions: Portland's Point of View" by Nell A. Unger *ALA Bulletin* Vol. 34 No. 1 Jan 1940 pp. 13-14

[2] "Inter-Library Staff Exchanges" by E. T. Bryant *The Librarian And Book World* Vol. 50 No. 6 Jul-Aug 1961 p. 111

[3] "Toronto's Overseas Intern Scheme: 10 Years After" by H. C. Campbell *Journal of Education for Librarianship* Vol. 2 No. 3 Winter 1962 p. 159

procedures critically rather than to accept them blindly."[1] If only such comments and criticisms are recorded in written form their value is thereby enhanced for the host library. "Many of the internes, on returning home, have contributed to their national library publications, giving comments and information on the situations and conditions which they have seen in Canada."[2] It is expected of returning British exchangees that not only their special reports but also copies of any publications relating to their work abroad are deposited with the PSC.

When a report reaches a high standard in the quality of its presentation, based naturally on its depth of penetration and objectivity, such a document invariably tends to become a useful source of information. For instance, *"A British view of libraries in the U.S.A. and the U.S.S.R."*[3] was commended because "The amount the visitors were able to find out in a few short weeks is amazing, especially considering the language difficulty and the time inevitably spent in interpreting... The report rightly ends by saying how very desirable such international visits are in promoting 'a greater understanding... of the thinking and practice of librarianship', and that the visits should be two-way. Librarians from this country who go to the U.S.A. and the U.S.S.R., especially if they are going for the first time, are strongly advised to study this volume and to take it with them. They, and all others interested in librarianship abroad, will find it of great value."[4] This publication is singled out as a model report for some of its special features: First, the comparative analysis of Soviet and American libraries which serve two contrasting economic and ideological systems. Second, there are chapters on the various kinds of American libraries visited — public, university and college, and special libraries. Third, the chapter

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[1] "When Assistants Exchange Positions: Portland's Point of View" by Nell A. Unger *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 13

[2] "Toronto's Overseas Interne Scheme: 10 Years After" by H. C. Campbell *Journal of Education for Librarianship* Vol. 2 No. 3 Winter 1962 p. 161

[3] *A British view of libraries in the U.S.A. and the U.S.S.R.* Reports of the A.A.L. study tours of libraries in the United States of America and the Soviet Union. Association of Assistant Librarians, 1966

[4] A review article by L. V. Poulin of *A British view of libraries in the U.S.A. and the U.S.S.R.* *The Library Association Record* Vol. 69 No. 5 May 1967 p. 170

on the Library of Congress is also a comparison with the British Museum. Furthermore, the methodology of comparative analysis is helped by the use of statistical data: facts and figures which enable the reader to draw his own independent conclusions. The enthusiasm of an exchangee could sometimes inspire him to the writing of articles in the professional press: contributions aimed at encouraging fellow librarians to follow his example and work elsewhere for a time. "My aim in writing this article is to help to swell that stream of traffic, by telling librarians abroad about my experiences in this country, with the hope that many of them will be encouraged to make the efforts and sacrifices which surely accompany such a move, but for which they will be richly rewarded."[1] The writing of such articles, valuable for their information and insights, may not be left to voluntary efforts. By making it obligatory to write reports, apart from the usefulness of these documents; so far as an exchangee is concerned, it helps him to develop certain mental qualities: First, the requirement of having to make a report, if successfully implemented, demands of an exchangee greater powers of observation as well as an heightened awareness of professional matters. Second, the recording of impressions cannot but facilitate the formulation of concepts and the bringing of order into an otherwise inchoate mass of experiences. The potential of reports as valuable research materials cannot be overlooked. Sometimes the authorities responsible for the running of exchange schemes have to make annual surveys.[2] For consultation by all interested persons, all reports dealing directly or indirectly with exchanges would form an important part of the materials collected at the PSC. The implications of the following advice proffered to exchangees have to be scrutinised:

"While it is true that many visitors to the United States from foreign lands do not hesitate freely to criticize their hosts, such lack of fundamental manners is not the American way and definitely must not be indulged in by exchange librarians. If you are practical minded, like most Americans, you will immediately, and all the time you are gone, feel

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[1] "Exchange is a two-way street" by Jean Hagger *Wilson Library Bulletin* Vol. 28 No. 9 May 1954 p. 775

[2] See item (10) of Appendix II

that there are many things you could improve. You may be right. Or, you may not see the whole picture. In any case, don't express your thoughts. Remember, Americans are interested in efficiency. Moreover, as a nation, we are open-minded and eager for suggestions to improve our methods. Nationals of most other countries do not possess these characteristics and so understandably resent unsought advice from visiting foreigners. Therefore, keep your bright ideas to yourself. It may be that your hosts want to hear them, and after you have shown yourself not to be "one of those damn Americans who want to change everything," will give you opportunity to offer what you can in the way of improvements. By this time, you will have learned enough so you will confine your ideas to those really pertinent to the special conditions. But even then, you will probably do well to spend twice as much time thinking up ways to phrase them tactfully as is needed to think of the suggestions themselves."[1] One may or may not share her belief in the superiority of Americans ("... we are openminded and eager for suggestions to improve our methods. Nationals of most other countries do not possess these characteristics and so understandably resent unsought advice from visiting foreigners"). The point is that arrogant attitudes of this kind, even when unexpressed in words, are more likely to cause the very offensiveness to one's hosts that she is apparently so eager to avoid. The Marxist doctrine that the proletariat has no country, is and ought to be applicable to the world of librarianship as well. There is much to be said for exchanges even if their sole value is in helping librarians to transcend the limitations of race and nationality. The need to be tactful, though not unimportant, has been overrated. If the principle that exchangees ought to be free openly to criticise is accepted and if it is further granted that such criticism is one of the prized advantages of exchanges, then certain minor indiscretions may be overlooked. Such minor indiscretions include, for instance, not obviously the content of the criticism itself which is what really matters, but the wrongly timed expression thereof.

The knowledge gained by inter-library comparisons would remain unknown to the profession at large unless expressed

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1 "An Exchange Year Abroad" by Margery Bedinger *Wilson Library Bulletin* Vol. 28 No. 3 Nov 1953 p. 206

in a tangible form; but when unexpressed, the benefits of an exchange get confined to the particular exchangee concerned. "The comparisons may remain unexpressed but they will add to the exchange librarian's fund of experience to be applied in future unforeseen circumstances."[1] The lessons learnt and ideas gleaned during an exchange many decades ago may remain inchoate, vague, unexpressed and long forgotten. All this seemingly valueless mass of mental imagery may suddenly coalesce to prompt that helpful intuition from the labyrinth of the unconscious, in an almost unaccountable flash, throwing light and understanding on an intricate library problem.

It may not be economical for the host library to provide orientation courses for individual exchangees although it might well be worth the effort in the case of groups. But because groups of exchangees are rarely stationed in libraries en bloc, in lieu of such courses, the host library could maintain a dossier. This dossier would be in addition to and apart from the staff manual. The information contained in the dossier would include data on matters relating to currency, clothing, vaccination requirements, income tax, etc. It is suggested that the dossier might well take the form of a loose leaf binder which permits the withdrawal of obsolete information and the insertion of pages giving current data.

THE PSC AS A CLEARING HOUSE

There is a pressing need to provide national and international clearing houses in order to supply applicants for exchanges with information, to sort out the applications, to tabulate the information and finally to retrieve the data so as to reconcile the interests of librarians seeking exchanges with those of libraries offering them.

E. Sydney has listed "five ready-made instruments capable of exploitation, as circumstances permit, for personal interchange, training and consultation:

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[1] "When Assistants Exchange Positions: Miss Pratt's Suggestions" by Louise R. Pratt *ALA Bulletin* Vol. 34 No. 1 Jan 1940 p. 33

"(1) the library authorities of all kinds, for interchange of staff and inter-library visits on a town to town basis;

(2) the schools of librarianship for interchange of staff and students;

(3) the professional institutions and associations, research institutes and special libraries for exchange of specialized experience, professional policies and professional organization;

(4) the Trusts. To subsidize the stimulation of and investigation into new library projects of all kinds and their international implication and application;

(5) U.N.E.S.C.O. The exciting possibilities of this organization are outside my range this morning but one thing must be stated. U.N.E.S.C.O.'s outlook will be the safe and the official one, and the organization should never be allowed to limit the policy nor the activities of the other four. All five instruments are necessary to healthy librarianship and to each other in international relations"[1] These five instruments run the risk of operating in splendid isolation. The situation calls for the existence of a sixth instrument, the PSC which, among its numerous functions, has to coordinate the activities of the other instruments into a harmonious whole. It has been observed that "A great difficulty which has prevented widespread participation in exchanges is the lack of a central office through which they can be arranged."[2]

A committee of the New York Library Association conducted an exchange-visitor program for the appointment of exchange and intern librarians for a period of one or two years in the New York State libraries and in the libraries of various foreign countries.[3] Arguing the case against a central

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[1] "International Library Relations" by E. Sydney *The Library Association Record* Vol. 50 No. 1 Jan 1948 p. 2

[2] "When Assistants Exchange Positions" by Groton S. Will *ALA Bulletin* Vol. 38 No. 1 Jan 1944 p. 12

[3] "A Job to be Done" by Jack Dalton *Library Journal* Vol. 86 No. 20 Nov 15 1961 p. 3916

clearing house and preferring instead local committees, it has been observed: "Isn't this work that can be handled best by state and local groups where the librarians are well acquainted with local needs and capabilities and with the problems that would have to be solved before a library could add a foreigner to its staff? Couldn't the advantages of this kind of activity best be explained by committees familiar with the local situations and the ways in which they might profit from an exchange program? Isn't this work which your association should be carrying on in your area?"[1] The recruitment and organisation of exchanges is best done by a central clearing house. In the absence of such an institution a prospective exchangee is faced with the exasperating task of having to make many applications to different libraries. At the other end, libraries may fail to get applications which conform nearest to their specific requirements. The supreme advantage of a clearing house is that it is designed to match the varied applications with the appropriate vacancies with an exactitude quite unobtainable by the spasmodic and somewhat disorganised efforts of local committees which are invariably scattered throughout the country.

One of the duties of the proposed PSC is the maintenance of records relating to librarians desirous of participating in exchanges. The PSC tries to obtain for each library the different kinds of librarians sought. The wider the pool of librarians seeking exchanges the easier the realisation of this object. Under existing conventional arrangements, Library A exchanges with Library B. The PSC on account of its wider resources may plan for Library A to have an exchangee from Library C; Library C to have one from Library B; and lastly, for Library B an exchangee from Library A. Thus each of the three libraries would be exchanging their staff *indirectly*: Library A temporarily transfers a librarian to Library B but the vacancy in Library A is filled by an exchangee from Library C. The suggested policy of selecting exchangees from a wider pool, in contrast to the prevailing practice of libraries making their own private arrangements, has two advantages: First, it permits each library to specify the requirements and qualifications expected from exchangee-

[1] "A Job to be Done" by Josh Dobson *Library Journal* Vol. 86 No. 20 Nov 15 1961 p. 3916

librarian-applicants in greater detail. Second, exchangees' areas of choice are considerably widened because of the possibility of specifying in lists of priorities the kinds of libraries preferred. It has been commented that "... the great difficulty in any exchange program is to match two people with equal qualifications."[1] This difficulty is not as insuperable as it may seem at first. As the numbers of applicants increase the field of choice for selection widens. In the sorting of applications, the PSC, resorting to computers and mechanical aids, will have the task of categorising the data under many headings which include the following in order to facilitate the matching of applications with available vacancies:

*Cross out what is inapplicable

Salary sought (state in the currency of the visiting country/countries*).....

Qualifications (state the equivalent qualifications in the visiting country/countries*).....

Countries in which exchanges are sought (give order of priorities).....

Knowledge of languages (elementary/colloquial/reading/good/fairly good/excellent/advanced*).....

Is it necessary that the desired library ought to be in a country with a language or languages known to the applicant?.....

Is the applicant interested in working in *any kind* of library in the country of choice?.....Yes/No*

If the answer to the preceding question is in the negative, please indicate the kind of library desired*...Academic/Public/School/University/Scientific/Government/Public Corporation/Firm/etc.*

Indicate the earliest convenient date for commencing work.....

Please indicate* whether the applicant's library would pay the replacement exchangee... the salary the applicant was already drawing/the new salary of the applicant/the salary the replacement exchangee was already drawing/a salary determined according to the age, qualifications and experience of the replacement exchangee*.....

Seniority (Give a summary of your professional experience)...

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[1] "Half a world away" by Marion Pauline Munson *Wilson Library Bulletin* Vol. 32 No. 10 June 1958 p. 715

Please give information about past exchanges undertaken, if any.....
In your opinion will an exchange further your professional advancement and how?.....
Are you in good health?.....
Are you already insured or do you intend insuring against illness/accident/loss/etc.* during the period of your exchange?
What are your financial obligations, if any?.....
Have you dependants, and could you meet their needs if the exchange salary or allowance proves to be inadequate?.....

The PSC would also maintain a record of all British librarians with overseas experience as well as overseas librarians with British experience. Such records help the future formation of panels of experts, categorised by country of interest, whose advice could be sought either by the profession at large or government departments and agencies. These records also help to maintain old links: some British librarians who had been exchangees once may be desirous of being hosts, guides and counsellors to visiting librarians from a particular country or a particular library, and so reciprocate the hospitality enjoyed abroad. The PSC, then, becomes not merely a secretariat but a liaison office as well: in fact, a body concerned with establishing and maintaining contacts at all levels with government departments, state agencies and private organisations which reveal a capacity and an enthusiasm to promote the cause of the post professional education of librarians via exchanges.

READERS

It is the readers who directly or indirectly reap the benefits which are attributable to exchanges. Sometimes the benefits accruing to groups of readers are direct and obvious. "Children's librarians at the Enoch Pratt Free Library have spoken warmly about the children's librarians who come to us from abroad. They appreciate, for example, that in a branch in a local neighbourhood, the storybook 'Candle with' was evident in a pronounced German accent by every one of the boys and girls during the time a young librarian who came by way of

Germany, was on the staff. Also, "the children learned words and even songs in languages strange to them and became interested in language study themselves." And it is obvious that the folktales of Japan, Nigeria, Sweden, and Germany, told by people who have grown up knowing them, are flavored more authentically than by native American librarians."[1]

INCENTIVES

The elements of compulsion and arbitrariness, apart from being contrary to concepts of freedom, are unsuitable as means for the promotion of exchanges. The library profession could and indeed should provide incentives for further education: incentives such as recognition of the likely superior calibre of a librarian who has undergone further training. In the making of appointments and promotions these factors ought ideally to carry due weight and recognition. "The interchanges will take place between the Municipal and County Libraries in the Sussex Division and will be on an entirely voluntary basis for participating officers."[2] The voluntary basis of this scheme is commendable. Therefore a librarian who is so lacking in foresight as to spoil his professional career by not voluntarily participating in exchanges may be regarded as acting contrary to his best interests.

CHANGES IN OUTLOOK

While it is easy to single out specific advantageous results which are directly attributable to exchanges, the vaguely denoted 'changes in outlook' are not always easily recognisable and are, in any case, extremely difficult to evaluate. The cumulative effect of all the specific advantages attributable to an exchange is often an altered, if not an altogether newly transformed professional outlook. In those cases where the impressions registered during an exchange are inchoate and

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[1] "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 49

[2] See Appendix II item (2)

unformulated, it is reasonable to suppose that the changed outlook operates unrecognisably and unconsciously. Some of the personal testimonies quoted here, however, are the conscious admissions of changed attitudes and new professional perspectives arising from exchanges.

"In looking back over my year as an exchange librarian, I recall the professional experience and enrichment which it gave me, the travel and sightseeing which I was able to do, and the challenge of meeting the everyday problems of living in another country. These were well-worthwhile and were what I had anticipated, but there was something more which I had not anticipated. I was fortunate in going to a library where the staff members were so kind and jolly that I hardly felt a stranger, much less a foreigner, with them... In a word, I found friends and put down roots in a way in which I had not supposed one could in only a year... In fact, I had acquired, as a wise friend had predicted, "two pairs of eyes" with which I must now view the world."[1] The changed outlook is sometimes accompanied by a new enthusiasm for librarianship. "At Holborn I gained an entirely fresh outlook on librarianship, and I have returned to the Midlands rejuvenated in spirit, if not in body."[2] It is presumed that a better appreciation of the literary output of a country is gained by knowing the actual living conditions which constitute the background of a literature or the living social framework within which writers largely concentrate their efforts. Therefore a librarian who is keen on understanding this background would be acting wisely by living in a foreign country and actually facing the problems of everyday life there. "Many a librarian will remain an armchair traveler, either through necessity or personal inclination; others of us have to conjure traveling to short distances and short periods. Knowledge of other peoples and countries comes in both of these ways, but I hoped for a different contact when I began my search for an exchange. I wanted to be able to travel, yes, but also to know the people of another country in a different way from that of the casual traveler: I wanted to know

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[1] "Library fun abroad" by Mildred Vannorsdall *Library Journal* Vol. 83 No. 20 Nov. 15 1958 p. 3207

[2] Miss Josephine Saland quoted in "Exchange is no Robbery" *The Assistant Librarian* Vol. 50 No. 10 Oct 1957 p. 168

the country as its residents knew it, in all seasons and all conditions. To face, each day, the problems and prospects that are the common lot of its citizens seemed to me the best of ways in which to grow to understand a country. Taxis and restaurants and cathedrals are an important part of the tourist's life, but for the home-town folk it is bus, counter lunch, and office building that comprise the daily fare and demand daily attention. Armchair travel and short trips could not give this to me, and so I began on the tedious, often discouraging task of finding some way to have a year abroad."[1] With distance and exchangee also tends to develop a new perspective which helps to evaluate one's own situation at home. "When I return to the United States in August 1958, I shall bring with me knowledge and understanding of the people of Australia. But I feel that I shall also bring with me a greater knowledge and clearer understanding of my own country. From this distance, things take on a more defined meaning. The "American way of life", its ideals and principles, have had to be explained and through explanation has come greater understanding."

"The world has grown smaller and more unified for me... My own personal world, however, has expanded and grown larger. The exchange has proved to be well worth the time and effort."[2]

The principles underlying the value of exchanges had been recognised even in medieval times. "The statute books of the craft guilds of medieval Europe present one of many examples of the high esteem in which society has always held technical, artistic and business proficiency acquired from masters far afield. After several years of apprenticeship at home the young journeyman was required to shoulder his knapsack and travel to foreign lands, where he had to serve and train with masters of his craft for an appointed time before he was allowed to return and be accepted into the guild, now a master himself. He often brought with him the know-how essential for the introduction of entirely new fields of industry, thus contributing to the greater wellbeing

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[1] "Half a world away" by Marion Pauline Munzer *Wilson Library Bulletin* Vol. 32 No. 10 Jun 1958 p. 715

[2] "Half a world away" by Marion Pauline Munzer *Wilson Library Bulletin* Vol. 32 No. 10 Jun 1958 p. 718

of the community at large. But beyond the acquisition of new skills the wandering journeyman also absorbed culture traits particular to the regions he travelled and worked in, just as he left behind traces of his own in story, song and dress."

"In our days international training has become an integral requirement of many phases of technical and professional advancement and constitutes an essential feature in the planning of economic development of new, as well as of old-established nations. Even in highly developed countries training abroad is recognized — under the terms of "exchange of persons" or "exchange of information" — as an important means of rounding off knowledge and of obtaining experience that cannot be acquired by any other means."[1]

Having to work in a library which is physically distant from one's accustomed environment may disturbingly awaken one to a certain detached outlook. "If we go a little distance from home then, we see new worlds, professional and physical. And this is good for us. It is the easiest thing in the world to begin to think that our way of doing a thing is the only way to do it..."[2] Exchanges have a subtle influence on the smugly complacent librarians who with the passage of time have become a drag on progress. Exchanges are disturbing eye openers especially to those librarians who having found comfortable professional niches, fail to see the need for change. "Most of us soon arrive at a place which is happily suited to our temperaments and pocketbooks and we settle down in it forevermore. Our love for that position is only surpassed by our contempt for all other positions."

"This love of one spot is in direct ratio to our hatred of being moved from it. And this is a reprehensible state of mind. For when we are in that state, we are a drag upon progress. We don't even progress in the job we believe we love, let alone in our attitude toward the world. Soon anything new becomes dangerous, positively communistic, and we shy away from it in real fear."

"Imagine how a change of scene would shake up a mind like this, let the air in, loosen up the cogs. We might object.

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[1] "International training policy in the context of economic development" by Mordechai M. Levy *UNESCO Handbook of International Exchanges* II 1967 p. 17

[2] "Exchange Positions" by Florence Downs *Wilson Library Bulletin* Vol. 15 No. 8 April 1941 p. 648

In fact, the longer we have been in our particular mold, the firmer our form is and the more difficult to move. Some of us might so object to being moved that the voice of higher authority rather than our own consciences would be needed to do it, adamant to protests and pleadings. The water never seems so cold as it does just before we dive into it. But how refreshed and invigorated we are when we come out."[1]

Exchanges provide opportunities for contacts with different kinds of librarians: contacts which in turn promote better understanding through the mutual awareness that, despite their apparent differences, they often think alike. "For even if it is of no apparent help in one's work the different atmosphere must surely help to broaden one's outlook in librarianship as a whole. I have now ceased to think of university librarians as a race apart. I can see that they often think along the same lines as do we public librarians."[2]

There is evidence which suggests that changes in outlook occur not only to exchangees but as well to persons coming into close contact with them. "It has been said so many times that it must be true: travel broadens. I suspect that we can as truly say: travelers broaden us. Perhaps — and this is my test — we are broadened by travel and travelers largely because we learn from them more about ourselves and the lives we lead..."

"As these travelers told us about their countries and about discovering ours, we saw ourselves in their eyes, and we gained new insights. We heard of riches in their lives and we treasured the riches in our lives that they revealed to us. We discovered a wider range of library problems, of personal development, of national aspirations..."

"Our work, our values, our country were reflected in a stranger's eyes and in his words. Then the mirror was turned and we saw ourselves in his country; we were out of place there, or we were at home; we reacted with pleasure or with displeasure; we saw how diverse environments have made us so much like and so much unlike our visitors. From all this we learned about ourselves as individuals and as

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[1] "Exchange Positions" by Florence Downs *Wilson Library Bulletin* Vol. 15 No. 8 April 1941 p. 648

[2] "As others see us, an exchange of staff" by D. J. Monk *North Western Newsletter* No. 64 Jan 1961 p. 7

librarians. We learned again how to approach, how to evaluate, how to contribute to librarianship. Our libraries now have new value for us because they found favor in the eyes of others, and our tasks are more challenging because those eyes saw much that remained to be done."[1] "What do foreign librarians bring to our libraries? Some of my Pratt Library colleagues and librarians from other parts of the country have suggested that foreign librarians "can interpret their own country, customs, and problems of the people. They sometimes help us see ourselves in a different light (not always the 'Ugly American' either), our responsibilities, our opportunities." We gain a better understanding of the world community and inevitably a more sympathetic understanding when people meet face-to-face."[2] "Above all, I have found that out of these visits have grown new and fruitful relationships of all sorts. I suppose it is in the widening of my own horizons as a librarian and as a human being that I have profited most from the visits of foreign visitors and I feel terribly sorry for those people who have been so situated these past twenty years that they have not been able to enjoy what you and I have come to take for granted."[3] "One of the valuable fruits of this exchange will be the opportunity to look at your country through the eyes of intelligent, unprejudiced persons of other nationalities."[4] These accounts testify to the impact of exchanges in changing the outlook of librarians; although the impact is mathematically difficult to measure, it is, nevertheless, strikingly considerable.

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[1] "The Broadening effect of Travelers: A clarion call for action" by Laurence J. Kipp *Wilson Library Bulletin* Vol. 32 No. 10 Jun 1958 p. 714

[2] "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 p. 48

[3] "Wealthier By The World" by Edwin Castagna *Wilson Library Bulletin* Vol. 39 No. 1 Sep 1964 pp. 48-49 Dean Dalton quoted.

[4] "An Exchange Year Abroad" by Margery Bedinger *Wilson Library Bulletin* Vol. 28 No. 3 Nov 1953 p. 287

APPENDIX I

EXCHANGE SCHEMES

"A recent survey of the extent of schemes for the exchange of staff between authorities conducted for the A.A.L. has revealed a somewhat patchy coverage of the country as a whole, the main strength of the practice lying in the Midlands. Information for this survey was supplied by Divisions and is probably not complete. It is worth a little analysis, however, since the idea is an interesting one and is found to be beneficial by the participants."

"Both the East and West Midlands Divisions report widespread schemes in operation. In the former 25 libraries have agreed to the interchange of staff. Two are county library authorities (Leicestershire and Nottinghamshire), nineteen are municipal (including Derby, Lincoln and Grimsby) and the remaining four are 'special' (Loughborough College; British Railways Research Dept, Derby; English Electric, Whetstone; H.A.T.R.A., Nottingham). Not in the scheme but known to operate an independent project are the Nottingham Public Library and the Library of the University of Nottingham. Fifteen libraries co-operate in the West Midlands scheme which is run by the Division jointly with the Birmingham and District Branch of the Library Association. There are no special libraries in this group."

"The Yorkshire scheme has twenty-seven participant authorities. No details are available. Also within the Division exchanges take place between Sheffield City Library and the Nottinghamshire County Library and between Rotherham Public Library and the United Steel Company Research and Development Laboratory Library. This latter is run on a special basis; exchanges are for one week at a time only and occur whenever an assistant at United Steel is studying for Group C (old syllabus). This seems an admirable illustration of a helping hand."

"Greater London Division reports two irregular schemes — Holborn with both Plymouth City Library and Derbyshire County; Tottenham with Hornsey. Hertfordshire is currently exploring possibilities. South Wales reported that consideration was being given to a scheme based on that of Yorkshire in 1962. Bristol and District is also investigating and Kent is taking preliminary action. In the far south, Sussex Division has had a scheme for some time, . . ."[1]

[1] *The Assistant Librarian* Vol. 56 No. 1 Jan 1963 p. 9

APPENDIX II

"ASSOCIATION OF ASSISTANT LIBRARIANS, SUSSEX DIVISION

Exchange of Staff Between Library Authorities
Conditions of Exchange

1. The objects of the scheme are to assist in the training and to stimulate the professional interests of the younger officers in the service, and to encourage closer understanding between the Libraries in the Sussex Division.

2. The interchanges will take place between the Municipal and County Libraries in the Sussex Division and will be on an entirely voluntary basis for participating officers.

3. Applications to take part in the Exchange Scheme shall be made to the respective Chief Officers.

4. Applications will only be accepted from those members of the staff studying for the First Professional or Registration Examinations of the Library Association.

5. Duration of exchange period shall be from one to four weeks, which may be reviewed at any time by the Library Authorities concerned in consultation with the Committee of the Sussex Division of the Association of Assistant Librarians.

6. Exchanges shall take place in the months of May and October each year, subject to review as paragraph 5.

7. Each Chief Officer shall have authority to recall a member of his own staff on exchange duty, at any time, but as long notice as possible shall be given.

8. The Chief Officer of a Library Authority accepting an officer from another Library Authority within the scheme shall be authorised to demand the recall of that officer at any time.

9. Additional expenses which may be incurred as a result of an exchange will be borne by the officer exchanged, except where individual authorities decide to reimburse them wholly or in part. No expenses whatsoever may be claimed against the authority under the terms of these rules.

10. Interchanged officers will be expected to conform to conditions of work and discipline pertaining to the library system to which they have changed. Any serious breach of discipline or unsuitable conduct shall be reported to the employing Chief Officers concerned, for any necessary action to be taken.

11. In view of the objects of the scheme, it is expected that interchanging officers will give loyal and whole-hearted service whilst on interchange duty.

12. As the staff concerned in the scheme remain in the employment and pay of the authority with whom they are normally engaged, there is no question of superannuation, health insurance or like commitments being transferred. The participating local authorities are asked to ensure that insurance policies, affording the necessary cover against accidents to participating officers, will be in force during the period of any exchange.

13. Any unforeseen difficulties which may arise from the operation of the scheme shall be the subject of immediate consultation between the Chief Officers concerned and/or the Committee of the Sussex Division of the Association of Assistant Librarians.

14. The Chief Officers of the Library Authorities partaking in the scheme and the Committee of the Sussex Division of the Association of Assistant Librarians are asked to report on its working annually.

The conditions reprinted above apply only in the Sussex Division and are reprinted here only as a suggested basis for a similar scheme."[1]

[1] *The Assistant Librarian* Vol. 56 No. 1 Jan 1963 pp. 11-13

The author, a chartered librarian on the staff of the British National Bibliography, has worked in public, government, university and special libraries and at the National Central Library. As well as being an Associate of the Library Association, Susunaga Weeraperuma si also an economist, holding the M.Sc (Econ) degree of the University of London.

This monograph on staff exchanges in librarianship is based primarily on evidence obtained from extensive documentary research and personal interviews with exchangees.